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LABOR AND CORPORATE RESTRUCTURING

37:575:361:01

Spring 2011 *Draft*

Class Time: Monday 12-3
Office Hours: Monday and Wednesday by Appointment LEC Room 148
Administrative Assistant: LauraAnn Walkoviak 732-932-9503

Requirements
This course will have a seminar format, including a combination of lectures, case studies, and discussion. All students are expected to attend each class prepared to discuss the readings. Final grades will be based 1/3 on class participation, 1/3 on a mid-term exam, and 1/3 on a final exam.

Class Participation
This class will be conducted seminar style and class participation is essential. You must read and think about the material before the seminar and be prepared to participate actively in small group and entire class discussions.
Your participation grade will also be based on:

Discussion Leadership - Each student is required to sign up for one week of the semester. All students choosing a particular week will facilitate a small group discussion that will include preparing a list of discussion questions and summarizing the main issues and arguments for that week including integration with readings and discussion from previous classes.

Weekly Summaries - As part of class participation students are required to write **short 1 page** papers analyzing the argument of each week's reading and relating it to our ongoing conversation about globalization, corporate restructuring and the changing nature of employment. Summarize the main ideas and arguments from the readings each week and how they relate to previous readings/arguments and the course theme. You may include multiple readings in your summaries (you don't need 1 page for each reading) but be clear (reference) the reading and author you are discussing in each section of your

paper. Papers are due at the beginning of class. If a student is unable to attend class the paper must still be submitted.

Norms

- Read and think about all of the assigned readings before each class.
- Please participate actively, thoughtfully, and respectfully – listen and engage appropriately.
- Please be ready to begin class on time. Some lateness is inevitable but it is disruptive so please keep it to a minimum.
- Please minimize absences – this is a seminar that depends on participation. If you must miss class please call or email me in advance.
- Please turn all cell phones off prior to the start of class.
- Please turn in the exams when they are due.

Please Review the University's Policy on Academic Integrity:
http://cat.rutgers.edu/integrity/policy.html

Readings

There is no single text for this course. Readings for each week will be available on the Sakai class web-site: Sakai.rutgers.edu
Use your Rutgers login name and password
Click on tab for class – 37:575:361:01 Sp11
Go to Resources to get syllabus and readings

January 24 **Introduction**

January 31 **The United States in the Post-War Economy: Globalization and the Crisis of Mass Production**

Dertouzos et al, Made in America, MIT Commission on Industrial Productivity
Chapters 2-4

Osterman, Kochan, Locke and Piore, Chapter 1, Working in America, 2001

Krugman, A Tale of Two Moralities, New York Times

February 7 **The Social Contract and Changes in the Organization of Work**

Coan, "Reengineering the Organization," Quality Management in Health Care, 1994, 2(3), 15-26

Sweeney, America Needs a Raise

The New American Workplace: A Labor Perspective, AFL-CIO

"Downsizing Could have a Downside," NYT, 12/26/02

February 14 **The Case of the American Auto Industry**

The Machine that Changed the World, Womack Ch. 3 & 4

For a GM Family, the American Dream Vanishes, NYT

What's Bad for GM, NYT

GM to Nearly Triple India Production, NYT

Downsizing at General Motors Comes as No Surprise to Workers, NYT

MacDuffie, Human Resource Bundles

Film: The Big One, Michael Moore

February 21 **The Professional and High-Tech Sectors**

The World is Flat, Friedman

"The World is Spiky", Florida

Business Week, "The New Global Job Shift," "The Way Way Back Office," "Perilous Currents in the Offshore Shift," "A World of Outsourcing," "Globalization Goes White Collar," "Going Abroad."

"The Flight to India," The Guardian, 11/21/03

"Financial Firms Hasten Their Move to Outsourcing," NYT, 8/18/04

"High-End Technology Work Not Immune to Outsourcing," NYT 6/16/04

GOA Offshoring Report 04 pp. 1-50

February 28 **Two Sides of Outsourcing?**

"Meet the Zippies," Friedman, NYT, 2/22/04

"What Goes Around…" Friedman, NYT, 2/26/04

"30 Little Turtles," Friedman, NYT, 2/29/04

"Small and Smaller," Friedman, NYT, 3/4/04

"The Secret of Our Sauce," Friedman, NYT, 3/7/04

"The Great Indian Dream," Friedman, NYT, 3/11/04

"Losing Our Edge?," Friedman, NYT, 4/22/04

"As a Center for Outsourcing, India Could Be Losing Its Edge," NYT, 5/2/04

"Send Jobs to India? Some Find It's Not Always Best," NYT 4/28/04

"The Bright Side of Sending Jobs Overseas," NYT, 2/15/04

"Not Many Jobs Are Sent Abroad, US Report Says," NYT, 6/11/04

Film: The Other Side of Outsourcing, Thomas Friedman

March 7 **Mid-Term Exam – No Class**

March 14 **Spring Break – No Class**

March 21 **The Effects of Change: Layoffs and Downsizing – The Rise in Unemployment**

The New York Times, The Downsizing of America

I. On the Battleground
II. The Company
III. The Family
IV. The Community

March 28 **The Rise in Inequality: Changes in Wealth and Income Distribution**

The State of Working America, Economic Policy Institute, 1/1/05

Krugman, "For Richer," NYT, 10/20/02

"US Income Gap Widening," NYT, 9/25/03

"Record Level of Americans Not Insured on Health," NYT, 8/27/04

"Through the Roof," NYT, 3/28/04

"War Against Wages," NYT

"Why Decry the Wealth Gap?" NYT

April 4 **The Growth of Class and Poverty**

Class Matters, New York Times Series

"Results and Lessons of America's War on Poverty," NYT 1/8/04

"Easy Credit and Hard Times Bring a Flood of Foreclosures," NYT, 11/24/02

"Families, Deep in Debt, Facing Pain of Growing Interest Rates," NYT 6/28/04

"More Americans Were Uninsured and Poor in 2003," NYT, 8/27/04

"The College Aid Crisis," NYT, 5/25/04

"And the Rich Get Smarter," NYT, 4/30/04

"Unshared Properity," NYT

April 11 **Globalization in Asia**

"The Chinese Century," 7/4/04, NYT

"The World's Sweatshop – Captive Unions," NYT, 12/29/03

"China Economy Rising at Pace to Rival US," NYT

New York Times, "Accelerating Decline in Japan Evokes Rust Belt Comparisons," 8/31/01

"How US Wooed Asia to Let Cash Flow In," NYT

Case: Walmart

April 18 **Contingent Work and European Co-Determination**

Rogers & Streeck, "Workplace Representation Overseas: The Works Councils Story"

"More Downsized Workers Are Returning as Rentals, " NYT

"American Jobs but Not the American Dream," NYT, 1/9/04

"To Understand US Jobs Picture, Connect the Dots, and Find the Dots," NYT, 1/12/04

April 25 **Future Trends and Demographics**

The 21st Century at Work, Karoly

May 2 **Responses, Policy Recommendations and Conclusions**

Dertouzos et al, Made in America, MIT Commission on Industrial Productivity, Chapter 10, 11

Grant et al, "TQM's Challenge to Management Theory and Practice"

"Where the Jobs Are," NYT, 5/13/04

Reich, "How to End the Recession." NY Times

Film: Global Village or Global Pillage