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DYNAMICS OF WORK AND WORK ORGANIZATIONS
37:575:308
EMPLOYEE INVOLVEMENT & NEW WORK ORGANIZATION
38:578:556
DRAFT
Fall 2011

Class: LEC 130, Wednesdays 3:55 – 6:55
Office Hours: Monday and Wednesday afternoons 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 & assignments, 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 Written Questions/Summaries - As part of class participation students are required to write short 1 - 2 page papers answering questions about each week's reading, analyzing the arguments presented, and relating it to our ongoing conversation about globalization, corporate restructuring and the changing nature of employment. Answer the questions asked, summarize the main ideas and arguments from the readings each week, and write about how they relate to previous readings/arguments and the course theme. You may include multiple readings in your summaries (you don't need 1 -2 pages for each reading) but be clear (reference) the readings and authors 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 in the exams when they are due.

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 – 37:575:308:01 F2011
Go to Resources to get syllabus and readings

September	7	**Introduction**
September	14	**The Division of Labor and Scientific Management** Adam Smith, The Wealth of Nations, Ch. 1 Frederick Taylor, Scientific Management, pp. 30-144 (skim 41 - 112) Documentary: Modern Times
September	21	**Globalization of National Economies and the Crisis of Mass Production** Osterman, Kochan, Locke and Piore, Chapter 1, Working in America, 2001 Womack et al. The Machine That Changed the World, Ch. 2 Optional: Piore & Sabel, The Second Industrial Divide, pp.3-48 Group Process Exercise
September	28	**No Class – Rosh Hashanah**
October	5	**The US Auto Industry and the Rise of Lean Production** Womack et al. The Machine That Changed the World, Ch. 3 & 4. Optional: MacDuffie, John Paul. "Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production Systems in the World Auto Industry," Industrial and Labor Relations Review, 48:197-221, 1995
October	12	**Socio-Technical Systems** Trist, The Evolution of Socio-Technical Systems Walton, "From Control to Commitment in the Workplace." Case: Harvard Business School - Lakeville Chemical Documentary: Lou Davis and STS
October	19	**Quality Management and Technology** Adler, Paul. "Time and Motion Regained," Harvard Business Review, January-February 1993 Grant et al. "TQM's Challenge to Management Theory & Practice." Case Study: HBR – Tiger Creek
October	26	**Mid-term Exam**
November	2	**Possibilities for Industrial Democracy** "Introduction: A Century of Industrial Democracy in America," Lichtenstein and Harris, in Industrial Demcracy in America: The Ambiguous Promise, p. 1-19 "Industrial Democracy," Margaret Kiloh, in New Forms of Democracy, Held and Pollitt p. 14-50 Pateman, C. Participation and Democratic Theory, Cambridge University Press, 1970

November 9 **Stakeholders Organizations and Governance Arrangements**
Rubinstein and Kochan. Learning From Saturn, Cornell University Press, 2000, Chapters 1, 3 and 6.
Optional: Kochan and Rubinstein. "Toward a Stakeholder Theory of the Firm: The Saturn Partnership", Organization Science, Volume 11, Number 4 (July/August 2000).
Optional: Rubinstein. "The Impact of Co-Management on Quality Performance: The Case of the Saturn Corporation," Industrial and Labor Relations Review, Vol. 53, No. 2 (January), pp. 197-218, 2000
Case: Saturn

November 16 **Network Organization**
Nitin Nohria, "Note on Organization Structure," Harvard Business School, Boston, MA, 1995
Lowell L. Bryan and Claudia Joyce, "The 21st Century Organization," McKinsey & Company, 2005
Nitin Nohria and Robert Eccles (eds.), Networks and Organizations: Structure, Form, and Action, Boston, MA, Harvard Business School Press, 1992
Rubinstein and Eaton, "The Effects of High Involvement Work Systems on Employee and Union-Management Communication."

Cases: Continental Airlines, Bristol-Myers Squibb, NJ Hospitals

November 21 **Participation and Representation**
Freeman and Rogers. What Workers Want. Ithaca, Cornell University Press, 1999
AFL-CIO. The New American Workplace: A Labor Perspective, Washington, DC, 1994
Parker et al. "Choosing Sides: Unions and the Team Concept."
Optional: MacDuffie, "Workers' Roles in Lean Production: The Implications for Worker Representation."

November 30 **Co-Determination and Works Councils in Europe**
Rogers & Streeck, "Workplace Representation Overseas: The Works Councils Story."
Frege, "The Discourse of Industrial Democracy: Germany and the US revisited"
Case: HBS - Hobbema

December 7 **Diffusion and Work in the 21st Century**
Pil and MacDuffie. Diffusion? Pil, Frits, and John Paul MacDuffie, "The Adoption of High Involvement Work Practices," Industrial Relations, Vol. 35, No. 3 (July), pp. 423-55, 1996
Ichniowski, Casey, Thomas Kochan, David Levine, Craig Olson, and George Strauss. "What Works at Work: Overview and Assessment," Industrial Relations, Vol. 35, No. 3, pp. 299-333, 1996
Karoly, Lynn and Constantijn Panis. The 21st Century at Work, Rand Corporation, 2004.