

People, Work and Organizations
(tentative, subject to change)
37:575:230:01
Monday, 1:40-4:40 pm
Janice H. Levin Building 003, Livingston Campus

Eugene Son

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Office Hours: 12:30-1:30pm (M) or by appointment

Course Description:

This course will have a seminar format, including a combination of lectures, in-class discussion/debate, and presentation. All students are expected to attend each class prepared to discuss the readings. This class will look at the key issues in the management of people, primarily in for-profit corporations in the United States. It will not teach detailed management techniques and methods. Instead, we will develop theoretical concepts that help us understand and analyze real world challenges in the changing workplace.

Key questions and themes include (incomplete list):

- What is work, what is a workplace and what is an organization?
- Why should organizations put people first for success and sustainability?
- How and why are organizations changing?
- What are the incentives in the workplace for workers and managers?
- What are the effects of new forms of work organization such as temping, freelancing and outsourcing on workers and organizations?

Learning Objectives:

This is a social science course; the following SAS learning objectives are particularly relevant:

- Understand different theories about human culture, social identity, economic entities, political systems, and other forms of social organization.
- Employ tools of social scientific reasoning to study particular questions or situations, using appropriate assumptions, methods, evidence, and arguments.

More specific objectives are:

- An understanding of major issues involved in the changing nature of work, and an informed perspective on some of the major dilemmas and conflicts concerning the management of employees.
 - ✓ The economic & strategic challenges facing businesses, and the organizational changes required to meet them.
 - ✓ The consequences of different organizations and work systems for employees.
- The ability to create strong arguments and to read others' arguments critically.
- The ability to work productively in teams as well as on an individual basis.
- An understanding of diverse perspectives, theories, and concepts relating to the organization of work.
 - ✓ The ability to apply general theories of work and organization to particular cases and current events.
 - ✓ The ability to analyze and synthesize information and ideas from multiple sources to generate new insights.
- Proficiency in written and oral communication.

Expectations of Students:

1) Attendance

Students should plan to attend every course session. Students must sign in personally for each class (except for exam day); failure to do so will result in a loss of attendance points. If you expect to miss one or two classes, please use the University absence reporting website <https://sims.rutgers.edu/ssra/> to indicate the date and reason for your absence. An email is automatically sent to me.

Stay for the whole class. If you are late or leave early, you will be charged with ½ class absence. I recognize that illness, death in the family or other emergencies happen, and will excuse absences for these reasons.

If you have a legitimate reason for your absence, lateness or need to leave early, **it must be provided to me in writing in advance or immediately after the occurrence.** Even excused absences must be reported via the University absence reporting website indicated above. Signing in for another student is considered academic dishonesty and can result in failing the course.

# of Absence	0-1	2	3	4	5	6	7	8	9	10	11~
Points	10	9	8	7	6	5	4	3	2	1	0

2) Preparation and 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 contribution will be evaluated on a scale from minimally adequate to truly exceptional, based on the quality, thoughtfulness, and frequency of your contributions to class discussions. Please note that you are supposed to make **at least one comment and/or to ask one discussion question** in every class.

Your participation grade will also be based on:

Written Summaries (Discussion Memo) - As part of class participation students are required to write short **one-page** memo (e.g. answering questions about each class's readings, summarizing the main ideas and arguments from the readings for each class, and writing about how they relate to previous readings/arguments and the course theme) which includes **one discussion question per each reading**.

You may include multiple readings in your summaries, but be clear and reference the readings and authors you are discussing in each section of your paper. Discussion Memo is **due by every Sunday 11:59 pm**. Late submission will be accepted up to 12 hours late from the due date and time for a **deduction of 50% of the points** attributed to the assignment. If a student is unable to attend class, the paper must still be submitted. **Bring the reading material and discussion memo to class with you so that you can refer to it during lectures and group discussions.** Students should plan to print out all course materials, take extensive notes on the online course readings, or do both.

- *Avoid plagiarism or other violations of academic integrity! Your written works will be submitted to "Turnitin.com" to insure that your works are yours alone – not answers from another student, from the web, or another source. Be careful not to "copy" phrases or sentences excessively from the readings. The goal is to put the ideas into your own words!*
- When participating in discussions explain your views using reasoned arguments and provide evidence for assertions of fact. Respect others' views and listen. You do not have to agree with your classmates, but you must give them your full attention and consideration.
- Texting, talking on your phone and emailing are all prohibited during class. Students who repeatedly do these things during class time will be asked to leave class and will be counted absent for the week.

3) Communication

Students are expected to check their official Rutgers email account regularly for class announcements. The instructor will communicate all official course correspondence to students via email. Students are responsible for all information communicated to them via email by the instructor. Verbal discussions with the instructor before or after class will not be considered official unless followed up with written email confirmation.

Feel free to contact the instructor via email with questions or concerns about the course. I will do my best to get back to you within 24 hours.

When emailing the instructor, always include “People, Work and Organizations” in the subject line of your email.

4) Books:

There are no required books for this course. There is a Sakai site for the course, and readings will be posted there.

5) Evaluation:

Note - you must complete all assignments to receive credit for the course.

Attendance: 10%

Participation: 35%

- Participation 1 (Includes thoughtful participation & all in-class work): 17%
- Participation 2 (Summary/Discussion Memo): 18%

Midterm Examination: 20%

Final Examination: 20%

Group Project (presentation): 15%

Television assignment (Extra credit): up to 3 points

Percentage	Grade
90-100%	A
85-89.9%	B+
80-84.9%	B
75-79.9%	C+
70-74.9%	C
60-69.9%	D
<59.9	F

For the written assignments, please use 1” margins, double spacing and a 12-point font. Please **submit only one attachment**. Because written assignments will be submitted via Sakai and processed through Turnitin, please **only use file types: Word, PDF, HTML, RTF, PowerPoint, or plain text**. And **always include file extension**. All papers should be uploaded to Sakai. The instructor **Will Not** accept submission via email or in hard copies

Your written assignments will be evaluated by the following criteria:

- *Content*: Papers should reflect careful, thorough consideration of the assignment. All papers should have a clear, creative thesis and a strong conclusion. Papers should also demonstrate careful reading of the course material, and should cite all sources that were consulted when preparing the assignment using APA citation rules which can be found on the American Psychological Association website.

- *Mechanics*: Student writing should demonstrate college level competence in grammar and style. Students with unsatisfactory writing skills will be encouraged to seek additional assistance from Rutgers writing tutorial resources.

Papers the instructor deem unacceptable in terms of either content and/or mechanics will be returned to the student for revision prior to grading and marked down for each day the paper is late. Failure to use spell check and grammar check to fix basic mistakes will result in automatic return of the paper without grading.

6) Make-up policy:

The dates of the exams are noted on the course agenda. An exam grade of zero will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness (verified with a note from a doctor), inclement weather (when Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), when the instructor emails announcing that class is suspended, or other critical circumstances such as a death of the family. A make-up exam will be held at a time when all students who need to make up the exam can be present. An officially cancelled exam/case study will be held at the next scheduled class period.

7) **No extra-credit** projects will be given at the end of the semester.

8) Academic Integrity:

You are responsible for understanding and following the Rutgers University Policy on Academic Integrity. Information on the policy is available here: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/>

9) Students with Disabilities

To receive consideration for an accommodation, students with a disability must send their letter of accommodation to their instructors and discuss the needed accommodation(s) as early in the semester as possible. For more information regarding the process of applying for a letter of accommodation: <https://ods.rutgers.edu/students/documentation-guidelines>

Class schedule:

1. Introduction (Sep. 9)
Syllabus and Overview

2. Corporate Strategy: Putting People First (Sep. 16) Summary #1.
Pfeffer & Veiga.(1999) Putting people first for organizational success. *Academy of Management Executive*, Vol. 13, No. 2, pp. 37-48.

Douglas A. Ready, Linda A. Hill, Robert J. Thomas. (2014) Building a Game-Changing Talent Strategy. *Harvard Business Review*, January 2014, 63-68.

Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), 635-672.

3. What is work (1)? (Sep. 23) Summary #2.

Wrzesniewski, A., McCauley, C., Rozin, P., & Schwartz, B. (1997). Jobs, careers, and callings: People's relations to their work. *Journal of research in personality*, 31(1), 21-33.

Berg, J. M., Grant, A. M., & Johnson, V. (2010). When callings are calling: Crafting work and leisure in pursuit of unanswered occupational callings. *Organization Science*, 21(5), 973-994.

4. What is work (2)? (Sep. 30) Summary #3.

Kalleberg, A. L. (2000). Nonstandard employment relations: Part-time, temporary and contract work. *Annual review of sociology*, 26(1), 341-365.

Davis-Blake, A., Broschak, J. P., & George, E. (2003). Happy together? How using nonstandard workers affects exit, voice, and loyalty among standard employees. *Academy of Management Journal*, 46(4), 475-485.

The Gig Economy

5. What is an organization? What is a firm? (Oct. 7) Summary #4.

Anon. The 21st-century organization - McKinsey Quarterly.

Nohria, Nitin "Note on Organizational Structure."

Sorensen, J. "Note on Organizational Culture"

6. Offshore outsourcing and its consequences (Oct. 14) Summary #5.

Farrell, D., and V. Agrawal. 2003. Offshoring: is it a win-win game? McKinsey Global Institute.

Davis-Blake, A., & Broschak, J. P. (2009). Outsourcing and the changing nature of work. *Annual Review of Sociology*, 35, 321-340.

Fisher, S. L., Wasserman, M. E., Wolf, P. P., & Wears, K. H. (2008). Human resource issues in outsourcing: Integrating research and practice. *Human Resource Management: Published*

in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management, 47(3), 501-523.

7. Midterm Examination (Oct. 21) No Summary Required.

8. “Up in the air” (Oct. 28) No Summary Required.

Watch the movie “Up in the Air” (2009, Available on Netflix) and give your opinion on the following questions:

1. What changes do you observe in management style in the movie?
2. Are these changes good or bad? Explain why?
3. What lessons do you get, as an employee, from this movie?

9. Pay, Performance and Incentives (Nov. 4) Summary #6.

Pfeffer, Jeffrey “Six Dangerous Myths about Pay” *Harvard Business Review*, May-June 1998.

Ledford Jr, G. E., Fang, M., & Gerhart, B. (2013). Negative effects of extrinsic rewards on intrinsic motivation: more smoke than fire. *World at Work Quarterly*.

Chambers, Elizabeth G., Mark Foulton, Helen Handfield-Jones, Steven M. Hankin, and Edward G. Michaels III. 1998. The War for talent. *McKinsey Quarterly*, no. 3: 44.

10. Corporate Social Responsibility (Nov. 11) Summary #7.

Friedman, M. 1970. The social responsibility of business is to increase its profits. *New York Times Magazine* 32, no. 13: 122-126.

Keith, D. (1973). The case for and against business assumption of social responsibilities. *Academy of Management Journal* 16.2 (1973): 312-322.

Evan, William M., and R. Edward Freeman. "A Stakeholder Theory of the Modern Corporation: Kantian Capitalism." In *Contemporary Issues in Business Ethics*. 5th ed. Edited by Joseph R. DesJardins and John J. McCall. Belmont, CA: Wadsworth, 2005, pp. 76-84.

11. Diversity and Discrimination (Nov. 18) Summary #8.

Kanter, R. M. 1977. *Men and women of the corporation*. New York: Basic Books.

Kalev, A., Dobbin, F., & Kelly, E. (2006). Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies. *American sociological review*, 71(4), 589-617.

12. The Unionized Workplace (Nov. 25) Summary #9.

Pfeffer, Jeffery. (2007) In Praise of Organized Labor: What Unions Really Do.

Bryson, A., Cappellari, L., & Lucifora, C. (2004). Does union membership really reduce job satisfaction?. *British Journal of Industrial Relations*, 42(3), 439-459.

What does a union look like in a gig economy?

13. Group Presentation (Dec. 2)

14. Final Examination (Dec. 9)

Group Presentation Assignment (Dec. 2)

Presentation:

You will be assigned a group, and as a group you will present a case study of an organization. The presentation should be 15 minutes long plus 5 minutes for questions (20 minutes in total) and should include a brief overview of the organization, and of one major challenge facing it. The remainder of the time should be divided between group members- each person will be assigned to cover one of the following areas:

- Human Resource Strategy
- Organizational Culture
- Organizational Structure (organization of work)
- Recruitment and selection
- Training
- Compensation
- Labor Relations
- Sustainability

Your group must **create slides for the presentation (using Powerpoint or equivalent)**. The slides should be clear and should highlight key points or examples from your presentation. The slides should be unified and the presentation should progress logically. Please practice your presentation in advance, **you may be penalized for exceeding the time limit.**

There is a very useful library guide (prepared by our fabulous librarian) which will help you with research for this assignment, available at <http://libguides.rutgers.edu/peoplework>. You should try to use a variety of sources for your presentation and paper, and you may find useful information on blogs, email lists, employee discussion boards. You might look at www.glassdoor.com for this type of information (remember blogs and websites need to be cited, just like any other source).

Organizations:

- Google
- H&M
- Hyatt Hotels
- In-n-out Burger
- L.C. King Manufacturing
- Netflix
- New York City Department of Correction
- Starbucks
- Warby Parker
- Yahoo!
- Zappos

Extra Credit: Television Assignment (Due: Dec. 1. 11:59 pm)

Your assignment is to watch one episode of a one-hour reality/documentary (**non-fiction**) TV show that depicts a workplace and working relationships (do not choose a competition show). Watch the show and then write a 2-3 page response paper that does the following:

1. Describe the workplace on the show in one paragraph.
2. Discuss the representation of the workplace and workers in 1-2 paragraphs. What has the TV production chosen to emphasize. Does the representation promote or challenge any stereotypes?
3. Highlight and discuss a particular issue in this workplace that relates to one of the concepts from this class. Issues might include: corporate strategy, organizational culture; workplace hierarchy; job security; race and gender dynamics; recruitment and selection; job training; performance incentives.

You should focus on **only one issue**, describe the challenges and mention one or two suggestions for improving the workplace.

You may choose any appropriate show, or select another show. Many of these shows are currently airing on TV, and most are also available online via various websites including Hulu or for purchase from iTunes. Examples of possible shows include the following:

- Ice Road Truckers
- The Deadliest Catch
- Undercover Boss
- Ramsey's Kitchen Nightmares

- Coal
- American Chopper
- Dirty Jobs
- LA/Miami Ink
- Duck Dynasty

There are probably dozens of other shows that meet the criteria - choose one that interests you. You must write your paper on your own, and cite all of your sources.