

Perspectives & Theory of Labor and Employment Relations: 37:575:395:01 & 38:578:506:01, Fall 2024.

Hybrid-In-Person.

Instructor Information

Professor Saul A. Rubinstein
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Important: I prefer to communicate by email vs the Canvas Inbox

Office Hours: Monday Afternoon by appointment

Course Delivery Format

The course delivery mode is *hybrid*. The hybrid format of this course means that we meet in person on **scheduled Mondays (see below) from 3:50 PM to 6:50 PM (EST) in the LEC, Room 115**) and on other weeks we will meet **asynchronously online through discussion Forums**.

We will be utilizing this Canvas learning management system to access learning materials, post announcements, submit Assignments, post to Discussion Forums, and take exams. Be sure to check this site frequently as there will be announcements and instructions.

All students are expected to attend Monday classes and discuss the readings. Students read book chapters, journal articles and other electronic material available within the Canvas course shell. To prepare for class, students are asked to write answers to written questions. These writing assignments are to be completed before class and posted to the class website under assignments by the due date. Be prepared to discuss the key points of the readings in class and on the forums. It is important to participate in discussions and group activities. Explain your views. Don't be afraid to ask questions! Also listen – don't monopolize the discussion or ignore other views.

Online Threaded Discussion Forums

The forum offers a complementary approach to the in-class teaching. You will be required to do the readings but instead of participating in a class discussion, you will respond to questions, and start your own questions on the forum. Of great importance in an online learning environment is the opportunity for students to discuss course topics with each other. Students are required to communicate their insights and thoughts pertaining to reading and listening assignments, while learning from one another in the process.

In general, it is expected that you will engage in the weekly forums **at least three times each week**. Forums include instructor- generated questions and student-to-student interaction. Forums are asynchronous. This means students are required to participate within a given time frame

– **Tuesday am to Monday 11pm.** You can respond to the Forum questions at anytime during the day or night during that time period. **Forums can be found under the Discussion tab in blue on the left side of the Canvas course page or in their respective Modules section.**

This is an interactive class – you need to keep current in the reading and forums so that you can interact with others in the class. To do well you need to participate in class, in the forums, and hand in the written questions on the readings on the day that they are due. All students are expected to attend class and discuss the readings.

Keep current and avoid being late. Please turn off cell phones during the in-person class time. You may use personal computers but **only for class work – not for checking email or anything else.**

If you have a health problem or another emergency that requires you to miss a class, please inform me of the situation before the class if possible, or as soon after the class as you can. A hybrid class is somewhat flexible with regard to your schedule but you must be responsible for managing your time and for getting online each week no matter what else is going on. A trip associated with your job is not an excuse for not participating in the forums, nor is a problem with your personal computer. There are many ways to get online in hotels and in campus computing facilities.

Note: Whenever anything is posted to this site, you will automatically receive a notification to your **rutgers.edu** email account. Checking that email account frequently is highly recommended.

Asynchronous (not in real time) - will take place each week from Tuesday am through Monday night.

In-class - Prepare Tuesday am through Monday and attend the “live” scheduled class sessions in the Labor Education Center.

Below are the dates for the in class sessions:

- **In-Person Class Dates:**
 - **September 9, 23**
 - **October 7, 21**
 - **November 4, 18**
 - **December 2**

Course Expectations & Requirements

This course is designed to give you a chance to become engaged with the intellectual tradition of Labor Studies and Industrial Relations. You will read classic authors and current professional theory. You will have the opportunity to examine some of the big issues in the field and to decide what you think about them. You will also gain proficiency in important skills: reading for analytical insight, debating ideas, and communicating with others. Students should all be Masters

students or labor studies majors or minors with 15 credits or more in labor studies; if you are not in this category, then you need permission of the instructor to enroll.

Computer and other Technology Requirements

- Access to the internet
- Reliable computer
- Microsoft Word or other similar application
- [Basic Computer Specifications for Canvas \(Links to an external site.\)](#)

For convenience, you can also download/install the Canvas Student App for Android or iOS devices. Follow the instruction on the respective app centers:

- [Canvas Student App for Android \(Links to an external site.\)](#)
- [Canvas Student App for iOS](#)

Technical Support

If you are new to Canvas or need a refresher tutorial, visit:

- [Getting Started In Canvas for Students](#)
- [Canvas \(Links to an external site.\)](#)Canvas is Web Accessibility Guidelines compliant. More on [Canvas accessibility Standards](#)
- [Links to an external site.](#)

If you need technical assistance at any time during the course or to report a problem with Canvas:

- Contact [Rutgers IT Help Desk \(Links to an external site.\)](#). 833-648-4357, email help@oit.rutgers.edu, accessible 24 hours a day, 7 days a week.
- Refer to the [Canvas Student TutorialLinks to an external site.](#)
- Canvas [Student Guide PDF Version](#)
- [Links to an external site.Open this document with ReadSpeaker docReader](#)
- Access Rutgers Canvas via the [MyRutgers Portal Links to an external site.](#), rutgers.instructure.com, mobile app and <https://canvas.rutgers.edu>
- [Links to an external site.](#)
- For Canvas assistance, Passwords, or any other computer-related technical support contact the [Rutgers Canvas Help Desk](#)
- [Links to an external site.](#)
 - help@canvas.rutgers.edu

Accommodations

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide [documentation](https://ods.rutgers.edu/students/documentation-guidelines) (<https://ods.rutgers.edu/students/documentation-guidelines>)

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the [Registration form on the ODS](https://ods.rutgers.edu/students/registration-form) website (<https://ods.rutgers.edu/students/registration-form> (Links to an external site.)).

Should you require my assistance in facilitating the process, I will be happy to do so. Just let me know. Below is the full contact information for the office of disability services:

Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- <https://ods.rutgers.edu>

Rutgers Support Resources for You

Rutgers provides several resources to assist students who may be experiencing distress or mental health concerns. The following are some of the resources that are available to you if you need them.

Rutgers Student Health Services:

- Rutgers Student Affairs is dedicated to health for the whole student body, mind and spirit. It accomplishes this through a staff of qualified clinicians and support staff. [Health, Counseling, and Wellness services](#)
- [Links to an external site.](#) are available at several locations throughout Rutgers University.

Crisis Intervention - Student Health

- [Crisis Situations](#)
- [Links to an external site.](#)
- [In the Wake of Trauma](#)
- [Links to an external site.Open this document with ReadSpeaker docReader](#)

Academic Services:

- For academic support including tutoring, visit the [Rutgers - New Brunswick Learning Centers](#)
- [Links to an external site.](#)
- For coaching help with writing skills and assignments visit the [Rutgers - New Brunswick Writing Tutors in the Learning Center](#)
- [Links to an external site.](#)
- Many library resources are available online. Assistance is available through phone, email, and chat. For information, check the [Rutgers Libraries website](#)
- [Links to an external site.](#)

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- [Links to an external site.](#) are available at several locations throughout Rutgers University.

Veteran Services:

- Rutgers is proud to support veterans. If you are a veteran of the armed forces, please visit the [Office of Veteran and Military Programs and Services website](#)
- [Links to an external site.](#) for more information.

Disability Services:

(848) 445-6800 / Lucy Stone Hall, Suite A145, Livingston Campus, 54 Joyce Kilmer Avenue, Piscataway, NJ 08854 / <https://ods.rutgers.edu/>

[Links to an external site.](#)

The Office of Disability Services works with students with a documented disability to determine the eligibility of reasonable accommodations, facilitates and coordinates those accommodations when applicable, and lastly engages with the Rutgers community at large to provide and connect students to appropriate resources.

Course Learning Objectives

This class relates to the overall objectives of a liberal arts education in **the social science area**. At completion of this course, “A Rutgers University SAS graduate will be able to:”

1. “Explain and be able to assess the relationship among assumptions, method, evidence, arguments, and theory in social and historical analysis.” (Goal i). *Throughout this course, you will be practicing skills in identifying critical assumptions, methods, and types of evidence in relationship to theoretical arguments made by various seminal figures in the field of labor and employment relations.*
2. “Understand different theories about human culture, social identity, economic entities, political systems, and other forms of social organization.” (Goal m). *The theories that you are expected to understand include views from sociology, institutional economics, political science, personnel psychology, human relations, and industrial relations – they form a variety of perspectives relevant to the study of labor. You will demonstrate this understanding through written work and through online discussion of concepts.*
3. “Apply concepts about human and social behavior to particular questions or situations.” (Goal n). *You will see how various theories have been applied to particular applied issues – such as, to what degree should worker pay be contingent? You will have the opportunity to argue for your ideas on the application of theory to such questions in labor and employment relations.*

Course Materials

Readings

You **do not need to purchase** any textbook for this course.

All readings and other course materials including assignments, exams are posted and accessible in this Canvas course site under the Modules tab (left navigation menu) in their respective weekly **To Do** pages.

Assessment of written reading questions

You will be asked to answer a series of questions about the readings for each in-person Monday class. These assignments are designed to insure that you paid attention to the most important aspects of the reading, and enable in-class discussion. The answers should not be any longer than they need to be; in most cases, 2-3 pages in total should suffice.

Evaluation of these assignments reflect whether or not you have achieved an accurate understanding of the various readings and whether or not you reflect those ideas well in written English. Scores will range from 1-4 (minimally adequate to very good.)

TurnItIn (Plagiarism Detection)

Avoid plagiarism or other violations of academic integrity! Your written questions will be submitted through TurnItIn to insure that your answers 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! Be sure to read [TurnItIn Statement](#).

Familiarize yourself with the [Rutgers University Academic Integrity Policy](#)

[Links to an external site.](#)

Course Evaluation/Grading

Your final grade is based on the following components:

Grading Components	Percentage towards Final Grade
In-person Class Attendance, Participation in the in-class Discussions & Asynchronous Discussion Forums	30%
Written Reading Questions	20%
Mid-term Exam	25%
Final Exam	25%
Total	100%

Assessment of online discussion forums

It is expected that students will engage in the weekly forums **at least three times** (minimum) each week.

Students can respond to the Forum questions at anytime during the day or night.

As described above, your grade is based upon participation in each weekly forum. The forum is like a class discussion. Each forum has a question(s) to get you started – you may choose to discuss one or all, or to comment on some other aspect of the week’s topic, or to ask a question.

A forum is an interactive discussion and your contribution will be evaluated on a scale (1-4) from minimally adequate to very good.

The score reflects:

- **How early & how often you participated.** Signing on twice to interact with other students regarding one of the questions is minimally adequate, whereas more extensive participation earns you more points. Earlier participation in the week is rewarded as long as it is thoughtful. The first three students who participate in a substantive way in any forum receive additional credit for this alone.
- **Was your participation interactive?** Remember, this is a discussion – it is better to demonstrate understanding of the ideas of others before going on to your own opinion than to just “splash” your own ideas onto the page. On the other hand, passively “agreeing” with what others have written doesn’t contribute much to a discussion.

- **Were your comments thoughtful and based on the readings?** Did they reflect an accurate understanding of the material being discussed or were they riddled with errors regarding the course material.
- **Were your opinions backed by personal experience or other types of evidence?** Did you draw on readings from other courses, current news, or online sources of information in a manner that contributes to the discussion?
- **Were your comments expressed clearly and appropriately?** Do they show mastery of persuasive written English? *Please do not “flame” in these forums; be courteous of others who will be reading your comments.*
- Follow the [Discussion Post Guidelines](#).

The weighting of these components is approximately equal.

Assessment of In-class participation

You will be assessed on your virtual class participation and your participation in the small group discussions.

Thirty percent of your final grade is based on your participation in class discussions and in the asynchronous discussion forums. Your contribution will be evaluated on a scale (1-3) from minimally adequate to very good, based on the quality, thoughtfulness, and frequency of your contributions to class discussions.

Course Topics & Schedule

- [Week 1 \(September 9\): Introduction & Orientation. In-Person, LEC 115](#)
- [Week 2 - Asynchronous \(September 16\): The Power of Theory](#)
- [Week 3 - In-person \(September 23\): The Division of Labor & Scientific Management](#)
- [Week 4 - Asynchronous \(September 30\): Capitalism](#)
- [Week 5 - In-person \(October 7\): Motivating and Managing Employees](#)
- [Week 6 - Asynchronous \(October 14\): Problems with Managing](#)
- [Week 7 - In-Person \(October 21\): Industrial Democracy](#)
- [Week 8 - Asynchronous \(October 28\): Mid-term Exam](#)
- [Week 9 - In-Person \(November 4\): Inequality](#)
- [Week 10 - Asynchronous \(November 11\): Human Resource Management, Industrial Relations & Organizational Behavior & Review](#)
- [Week 11 - In-Person \(November 18\): Markets, Institutions and Competing Theories of IR](#)
- [Week 12 - In-Person \(December 2\): Changing Relations between Labor and Management in a Global Economy](#)
- [Week 13 - Asynchronous \(December 9\): Final Exam](#)

Stay on Track

- Keep track of assignment due dates
- Check your Rutgers email, and this Canvas site for updates, announcements on a regular basis (at least once a week prior to and after class)

- Review [course tools tutorials](#) (Canvas) to ensure you can navigate the course site effectively
- In case of computer failure, have a back up plan to access this course site
- Back up your documents to an external device (USB, hard drive)