



**People, Work, and Organizations**  
**37:575:230:90**

**Instructor: Mingwei Liu**

**To Interact:** Send a message via Canvas Inbox messaging tool

This course is taught 100% online using the **Canvas**.

**Canvas login:**

<https://onlinelearning.rutgers.edu/canvas-login>

### **Learning Objectives**

**The students in School of Management and Labor Relations are able to:**

- Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation. (Goal IV)
- Demonstrate an understanding of how to apply knowledge necessary for effective work performance. (Goal V)

**Get Help**

**Need Assistance with a technical question?**

It is the student's responsibility to be able to perform technically in the course. Contact helpdesk staff if you need assistance using the **Canvas**. Your instructor cannot assist you with technical issues – but the helpdesk staff can!

**Helpdesk:** Rutgers Office of Information and Technology  
**Email:** <https://it.rutgers.edu/help-support>  
**Call:** 833-OIT-HELP

**The students in Labor Studies and Employment Relations Department are able to:**

- Understand different theories about human culture, social identity, economic entities, political systems, and other forms of social organization.. (Goal 1).
- Employ tools of social scientific reasoning to study particular questions or situations, using appropriate assumptions, methods, evidence, and arguments. (Goal 2).

### **Course Description**

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 discuss theoretical concepts that will help us understand and analyze real world challenges in the changing workplace.

Key questions and themes include:

- 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?

## Course Requirements

### Readings and Other Resources

There are no required books for this course. Readings will be posted on Canvas.

### Assignments and Assessments

<b>Exams</b>	40 points	Midterm (Week 1 – 7): 20 points Final exam (Week 9 – 14): 20 points
<b>Short Assignments</b>	16 points	4 @ 4 points each
<b>Forums</b>	24 points	6 @ 4 points each
<b>Writing Assignments</b>	14 points	2 @ 7 points each
<b>Polls</b>	6 points	3 @ 2 points each
<b>TOTAL</b>	100 points	

#### Exams

Worth 40 points (Midterm: 20, Final exam: 20)

Students are assessed on knowledge gained weeks 1 – 7 and then 10 – 14. Exams involve true/false, multiple choice, and short essay. Exams are timed.

#### Short Assignments

Worth 16 points

Four short assignments, each 4 points

**250 ~ 300 Words**

#### Forums

Worth 24 points

Forums 1 – 6 – each 4 points

Students are organized into discussion groups of 6 – 10 members.

Forums open Wednesday; Closes Tuesday 11:59 pm. (No late submission will be accepted)

Post at least **two times** (upload one original post [**150 ~ 200 words**] and reply to one or more of your classmates' posts [**more than one sentence**]) about each topic.

Discussions are post first; students must make an original comment before viewing content of other discussion group comments.

#### Writing Assignments

Worth 14 points

Two writing assignments, each 7 points

2 ~ 3 pages (Use a 12-point font, double spaced);

#### Polls

Worth – 6 points

Three polls, each 2 points

## Course Policies

### Message Checking Policies

#### Messages Sent to Instructor's Canvas Inbox

Unless students receive advance notification, the instructor will check his Canvas Inbox by 18:00 pm ET on regular workdays. (This excludes Weekends and Spring Break) If a student sends a comment or question, the instructor will address the contents of the message within 24 hours.

#### Messages Sent to Student Canvas Inbox

It is the responsibility of the student to regularly check for incoming course messages. Messages are always sent through the Canvas messaging system. Students will receive a notification when a new message has been sent to his/her Canvas inbox. Forgetting or being unable to check for messages in one's Canvas inbox is not an excuse.

### Weekly Messages

A weekly message will be uploaded into the announcements area of the course Tuesday mornings. Reviewing the weekly message is a required activity. Weekly Messages present timely information on course activities/assignments and content.

### Taking Exams and Forum Engagement

Exams may be taken anytime between the open and close day and time. Exams must be completed by 11:59 pm on the close date. Once a student logs into the exam area, the quiz must be completed in one sitting.

All students are responsible for offering 2 comments in forum discussions. When a student does not participate fully or at all by 11:59 pm on the day the commenting period closes, points cannot be made up.

### Late Submission Policy – Short Assignments and Writing Assignments

Assignments can be submitted up until 11:59 pm on the stated due date with no penalty. Late assignments will be accepted. But your grade for a late assignment will be lowered by 20% for each day past its due date.

*Things happen.* When you don't have to attend a class session in person, it's easy to let a situation in your personal or professional life get in the way of online course work. In addition, remember the first rule in computer use: the computer or Internet connection will act up at the most critical time. Because "things happen" it's a best practice not to wait until the last minute to take the quizzes, submit a Forum comment, or upload a Portfolio or writing assignment.

Contact the Canvas 24/7 toll free helpdesk if you experience any technical problems that prohibit you from completing an assignment. Technical problems are not a valid excuse for missing a due date. Contact information is located on the front page of the syllabus and in various locations in the course. (Course Homepage, Course Tools page.)

## Grading

Each assignment is worth a certain number of points as identified in the assignments section of the syllabus. Highest number of points a student can earn is 100. Points accumulate to determine final grade.

**Decimal points will not be rounded.** For example, your final grade is B+ if you earn 89.99. It is your responsibility to monitor your grade and take steps to improve it.

A	= 100 – 90
B+	= 89.99 – 85
B	= 84.99 – 80
C+	= 79.99 – 75
C	= 74.99 – 70
D	= 66.99 – 60
F	= 59.99 – 0

## 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>

<https://ods.rutgers.edu/students/registration-form>

## Academic Integrity

Conduct yourself in accordance with the Rutgers University Academic Integrity policy.

<http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/>

## Schedule by Week

### Week 1 Introduction (Sept.1-Sept.7)

- Go over the syllabus and familiarize yourself with the course requirements.
- Take some time to learn basic functions on Canvas. Make sure if you have any Canvas related issues you resolve them for your and the instructor's convenience. Watch the instructional videos about the use of Canvas.

#### Assignments

- Forum 1: Introduce yourself in a few sentences and provide an overview of your background and experience, including your current job if any.
- Poll 1: Think about your dream job. Why do you want to get the job?

### Week 2 What is "people" strategy? (Sept.8-Sept.14)

#### Readings

- PowerPoint
- Pfeffer & Veiga.(1999) Putting people first for organizational success. Academy of Management Executive, Vol. 13, No. 2, pp. 37-48.
- Ton, Zeynep. (2012). Why "Good Job" Are Good 4 Retailers. Harvard Business Review, January-February, 2012, 124-131.
- Cappelli, Peter. (2020). "Stop Overengineering People Management." Harvard Business Review, September to October, 2020, pp.56-63.

#### Videos

- Ton, Zeynep. 2013. The Good Jobs Strategy. TED.  
<https://www.youtube.com/watch?v=sD67LKqXGrg>

#### Assignments

- Short Assignment 1: Choose a grocery store or supermarket where you have shopped. What is your shopping experience at this store such as price, quality, and customer service? Why do you like or dislike shopping at this store? In your opinion, has this store adopted any aspect of the Good Job Strategy described by Zeynep Ton? Please give specific reasons and examples to support your answer.

### Week 3 What is work? (Sept.15-Sept.21)

#### Readings

- PowerPoint
- Budd, J. (2011). The Thought of Work. Cornell University Press. Pp. 19-42.
- Joe Moran. "Out of office: has the homeworking revolution finally arrived?" The Guardian, July 11, 2020.

#### Assignments

- Forum 2: Is working from home good for companies and employees? Do you like working from home? Why or why not?
- Poll 2: Is work a curse or a freedom?

### Week 4 Why do people work? (Sept.22-Sept.28)

#### Readings

- PowerPoint
- Jeffrey, P. (1998). Six Dangerous Myths about Pay. Harvard Business Review

- 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*.

#### Videos

- Schwartz, B. (2014). The Way We Think about Work is Broken., TED  
[https://www.ted.com/talks/barry\\_schwartz\\_the\\_way\\_we\\_think\\_about\\_work\\_is\\_broken](https://www.ted.com/talks/barry_schwartz_the_way_we_think_about_work_is_broken)
- Ariely, D., (2012), What makes us feel good about our work?, TED  
[https://www.ted.com/talks/dan\\_ariely\\_what\\_makes\\_us\\_feel\\_good\\_about\\_our\\_work](https://www.ted.com/talks/dan_ariely_what_makes_us_feel_good_about_our_work)
- Pink, D. (2009). The Puzzle of Motivation., TED  
[https://www.ted.com/talks/dan\\_pink\\_on\\_motivation](https://www.ted.com/talks/dan_pink_on_motivation)

#### Assignments

- Poll 3: What motivates you to work/study hard?
- Forum 3: Do you agree or disagree with the following statement? Monetary incentives are the most powerful to motivate employees. (*Note. Your choice [agree vs. disagree] will not affect the evaluation*).

### Week 5 What is an organization? (Sept.29-Oct.5)

#### Reading

- PowerPoint
- Nohria, Nitin “Note on Organizational Structure.”
- Sorensen, J. “Note on Organizational Culture”

#### Videos

- Seth Godin 2014. This is broken.  
<https://www.youtube.com/watch?v=nZiDS-4Xd2k>
- Why Zappos Pays New Employees to Quit—And You Should Too  
<https://www.youtube.com/watch?v=cQLTQAv5JQA>

#### Assignments

- Short Assignment 2: Watch the video “Why Zappos Pays New Employees to Quit” and answer the following questions:
  1. Why would Zappos offer to pay its employees to quit?
  2. Why is the fit between employee and company values so important to Zappos and its customer service strategy?

### Week 6 The Unionized Workplace (Oct.6-Oct.12)

#### Readings

- PowerPoint
- Sherk, J., (2014), The Argument that Most Workers are Better off without Unions, *Washington Post*
- Pfeffer, J., (2007), In Praise of Organized Labor: What Unions Really Do.

#### Videos

- Labor Unions: History of Unions & Collective Bargaining  
<https://www.youtube.com/watch?v=-yZFcskizd4>

- Bernie Sanders Explains Unions to Young People  
<https://www.youtube.com/watch?v=yR7YT7sAZbY>
- Milton Friedman – The Real World Effects of Unions  
<https://www.youtube.com/watch?v=xzYgiOC9cj4>

### Assignments

- Writing Assignment 1: Answer the following questions in a short essay. 1) What do unions do for workers? 2) What are the pros and cons of labor unions? 3) Why is union membership declining in the U.S.?

## Week 7 Skills and Jobs in the “New” Economy (Oct.13-Oct.19)

### Readings

- PowerPoint
- Kochan, Thomas, David Finegold, and Paul Osterman. (2012). “Who Can Fix the ‘Middle-Skills’ Gap?” Harvard Business Review, 2012 (December), 1-10.
- Shapiro, R., (2018). The new economics of jobs is bad news for working-class Americans, Brookings Institution.
- Weise, Michelle R. (2020). “Research: How Workers Shift from One Industry to Another.” Harvard Business Review, July 07, 2020.
- Work with the interactive map and related materials developed by NPR Planet Money to learn about the trajectory of the most common jobs in the U.S., over time and state by state.  
<https://www.npr.org/sections/money/2015/02/05/382664837/map-the-most-common-job-in-every-state>

### Videos

- Why Job Seekers Don't Land Jobs  
<https://www.wsj.com/video/why-job-seekers-dont-land-jobs/7951AB32-2509-473A-AB14-09B09E6CBDC0.html>

### Assignments

- Short Assignment 3: Identify three jobs that did not exist a decade ago. What do they have in common? How do you prepare yourself for the changing jobs in the “new” economy?

## Week 8 Mid-Term Exam (Oct.20-Oct.26)

## Week 9 Restructuring and Offshore Outsourcing ( Oct.27-Nov.2)

### Readings

- PowerPoint
- Vietor, R. H., Rivkin, J. W., & Seminerio, J. (2008). The Offshoring of America. Harvard Business Review.
- Doig, S. J., Ritter, R. C., Speckhals, K., and Woolson, D. (2001). Has Outsourcing Gone Too Far? The McKinsey Quarterly.
- Girod, S., and Karim, S. (2017). Restructuring or Reconfiguration? Harvard Business Review.

### Videos

- Apple Chinese Factory  
<https://www.youtube.com/watch?v=7cRBBRwBKIE&t=704s>

### Assignments

- Forum 4: Watch the video “Apple Chinese Factory”. What caused Foxconn suicides? Should Apple be responsible for the suicides? Why or why not?

## Week 10 The Gig Economy ( Nov. 3 - Nov. 9)

## Readings

- PowerPoint
- Hyken, S. (2018), The Gig Economy Opens the Door for Employment Opportunities, Forbes
- Heller, N. (2017), Is the Gig Economy Working?, New Yorker
- Editorial Board, (2017), The Gig Economy's False Promise, New York Times

## Videos

- Here's How the Gig Economy Could Work, CNBC  
<https://www.youtube.com/watch?v=4V4jTJkOFEE>
- Uber Drivers: Are They Employees or Contractors?, Bloomberg  
<https://www.youtube.com/watch?v=umQQ-9c5XLU>
- Not Uber, Not TaskRabbit: Inside The Real Gig Economy, NBC news  
<https://www.youtube.com/watch?v=FGCG6JTCK0c>
- Americans Future Job Market  
<https://www.youtube.com/watch?v=-OVpafuJIYI&t=6s>
- Labor's Response: Freelancers Union  
<http://vimeo.com/17438543>
- Labor's Response: Worker Centers  
<http://www.youtube.com/watch?v=3sqZXtoel0w>

## Assignments

- Forum 5: In your opinion, are Uber drivers employees or independent contractors? Explain why.

## Week 11 Corporate Social Responsibility (Nov. 10 - Nov. 16)

### Readings

- PowerPoint
- Friedman, M. 1970. The social responsibility of business is to increase its profits. New York Times Magazine 32, no. 13: 122-126.
- 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.
- Bonini, S. M. J., L. T. Mendonca, and J. M. Oppenheim. 2006. When Social Issues Become Strategic. McKinsey Quarterly.

### Videos

- What is a corporation?  
<https://www.youtube.com/watch?v=KMNZXV7jOG0> (watch 11:00-17:00)
- Porter, M. (2013). The Case for Letting Business Solve Social Problems.  
[https://www.ted.com/talks/michael\\_porter\\_why\\_business\\_can\\_be\\_good\\_at\\_solving\\_social\\_problems](https://www.ted.com/talks/michael_porter_why_business_can_be_good_at_solving_social_problems)
- Milton Friedman on Self-Interest and the Profit Motive  
<https://www.youtube.com/watch?v=iPqdRqacpFk&index=3&list=PLEDBC45346CFEE362>
- IBM Study  
<http://www.youtube.com/watch?v=PdkYieDuVvY>

### Assignments

- Forum 6: Do you agree or disagree with the following statement? "There is one and only

one social responsibility of business—to use its resources and engage in activities designed to increase its profits.” (Note. Your choice [agree vs. disagree] will not affect the evaluation).

## Week 12 Regulating Global Value Chains (Nov.17-Nov.23)

### Readings

- PowerPoint
- Anon. 2006. The Evolving Debate on Trade and Labor Standards. International Labor Organization.
- Witte, J. M. Realizing Core Labor Standards

### Videos

- Starbuck's Coffee Commodity Chain  
[https://www.youtube.com/watch?v=osW9dfueb\\_4](https://www.youtube.com/watch?v=osW9dfueb_4)
- Walmart Supply Chain  
<https://www.youtube.com/watch?v=yZC4neLax5o>
- Nike Sweatshops: Behind the Swoosh  
<https://www.youtube.com/watch?v=M5uYCWVfuPQ>

### Assignments

- Writing Assignment 2: Answer the following questions in a short essay. 1) Should there be minimum global standards applied to all global industries? 2) If no, explain why not. If yes, what possible mechanism can be developed to implement the global labor standards? (Note. Your choice [yes vs. no] will not affect the evaluation).

## Week 13 Future of Work (Nov.24-Dec.1)

### Readings

- Manyika, J., (2017), Technology, Jobs, and the Future of Work, McKinsey
- Cowgill, B., Seamans, R., Ziv, O., The Future of Work, Kauffman Foundation
- Hyman, L., (2018), It's Not Technology That's Disrupting Our Jobs, New York Times
- Eliana Crosina and Beth Schinoff. (2020). "Technology in the Pandemic: Recreate the Office or Repurpose It?". MIT Sloan Management Review, July 16, 2020.
- Work with the interactive map and related materials developed by McKinsey to learn about the potential impact of automation on work, sector by sector  
<https://public.tableau.com/profile/mckinsey.analytics#!/vizhome/AutomationBySector/WhereMachinesCanReplaceHumans>

### Videos

- Susskind, D., (2017), 3 myths about the future of work, TED  
<https://www.youtube.com/watch?v=2j00U6lUC-c>
- March of the Machines  
<https://www.youtube.com/watch?v=w2lDmF8ZShI>
- 15 Jobs That Will Disappear In The Next 20 Years Due To AI  
<https://www.youtube.com/watch?v=r211u89eUaY>

### Assignments

- Short Assignment 4: How will AI (artificial intelligence) change the workplace?

## Week 14 Final Exam (Dec.2-Dec. 8)