This course is taught 100% online using Canvas.

**Learning Objectives**

**Rutgers Core: SCL**

SCL-1: Understand different theories about human culture, social identity, economic entities, political systems, and other forms of social organization.

SCL-2: Employ tools of social scientific reasoning to study particular questions or situations, using appropriate assumptions, methods, evidence, and arguments.

**School of Management and Labor Relations:**

- Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation. (Goal IV)
- Evaluate the context of workplace issues, public policies, and management decisions. (Goal V)
- Demonstrate an understanding of how to apply knowledge necessary for effective work performance. (Goal VI)
- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations. (Goal VII)

**Labor Studies and Employment Relations Department:**

- 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.

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**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

**Student resources**

If you are in need of help in the areas of (a) mental health, (b) academic coaching, and (c) financial assistance: [https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students](https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students)

**SMLR Scholarships**

[https://smlr.rutgers.edu/academic-programs/scholarships](https://smlr.rutgers.edu/academic-programs/scholarships)
(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**

<table>
<thead>
<tr>
<th>Exams</th>
<th>40 points</th>
<th>Midterm (Week 1 – 7): 20 points</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Final exam (Week 9 – 14): 20 points</td>
</tr>
<tr>
<td><strong>Short Assignments</strong></td>
<td>16 points</td>
<td>4 @ 4 points each</td>
</tr>
<tr>
<td><strong>Forums</strong></td>
<td>24 points</td>
<td>6 @ 4 points each</td>
</tr>
<tr>
<td><strong>Writing Assignments</strong></td>
<td>14 points</td>
<td>2 @ 7 points each</td>
</tr>
<tr>
<td><strong>Polls</strong></td>
<td>6 points</td>
<td>3 @ 2 points each</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>100 points</td>
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**Exams**
Worth 40 points (Midterm: 20, Final exam: 20)
Students are assessed on knowledge gained weeks 1 – 7 and then 9 – 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 Tuesday; Closes Monday 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.
**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.5-Sept.11)
- 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.12-Sept.18)

Readings
- PowerPoint
- Fuller, J., & Raman, M. (2023). The High Cost of Neglecting Low-Wage Workers Six mistakes that companies make-and how they can do better. HARVARD BUSINESS REVIEW, 101(5-6), 40-48.

Videos

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.19-Sept.25)

Readings
- PowerPoint

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.26-Oct.2)

Readings
- PowerPoint

**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
• 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

**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? (Oct.3-Oct.9)**

**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 https://www.youtube.com/watch?v=2RrxnRRaR7M

**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.10-Oct.16)**

**Readings**

• PowerPoint
• Sherk, J., (2014). The Argument that Most Workers are Better off without Unions, Washington Post

**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=6cg2kiqmMDc
• 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.17-Oct.23)**

Readings

- PowerPoint
- 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](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

Assignments

- **Short Assignment 3**: Identify three jobs that did not exist before 2010. 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.24-Oct.30)**

**Week 9 Restructuring and Offshore Outsourcing (Oct.31-Nov.6)**

Readings

- PowerPoint

Videos

- Apple Chinese Factory
  [https://www.youtube.com/watch?v=7cRBBRwBKlE&t=704s](https://www.youtube.com/watch?v=7cRBBRwBKlE&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.7-Nov.13)**

Readings

- PowerPoint
- Hyken, S. (2018), The Gig Economy Opens the Door for Employment Opportunities,

*Information in this document is preliminary, subject to change*
People, Work, and Organizations 37:575:230

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&time=6s
- Labor’s Response: Freelancers Union
  http://vimeo.com/17438543
- Labor’s Response: Worker Centers
  https://www.youtube.com/watch?v=1lX4nJR5evU

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

Week 11 Corporate Social Responsibility (Nov.14-Nov.20)

Readings
- PowerPoint

Videos
- What is a corporation?
  https://www.youtube.com/watch?v=KMNZXV7jOG0 (watch 11:00-17:00)
  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=iPqdrqcFk&index=3&list=PLEDBC45346CFEE362
- IBM Study
  http://www.youtube.com/watch?v=PdYieDuVvY

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
Week 12 Regulating Global Value Chains (Nov.21-Nov.27)

Readings
- PowerPoint
- Witte, J. M. Realizing Core Labor Standards

Videos
- Starbucks' Coffee Commodity Chain  
  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.28-Dec.4)

Readings
- 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/app/profile/mckinsey.analytics/viz/AutomationBySector/WhereMachinesCanReplaceHumans

Videos
- Susskind, D., (2017), 3 myths about the future of work, TED  
  https://www.youtube.com/watch?v=2j00U6IUC-c
- March of the Machines  
  https://www.youtube.com/watch?v=veym9zzrC84
- 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.5-Dec.11)