



People, Work and Organizations 37:575:230:90 This course is 100% asynchronous online

Department of Labor Studies and Employment Relations

Professor Mary Gatta, PhD

Email- gatta@smlr.rutgers.edu It is best to reach out via email to me. I will respond within 24 hours. I am also happy to set up phone calls and/or Zoom meetings.

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.

Course Learning Outcomes

Rutgers Core (SCL)/ Labor Studies and Employment Relations Department Goals	NACE Career Readiness Competencies
SCL-1: Understand different theories about human culture, social identity, economic entities, political systems, and other forms of social organization.	Critical Thinking
SCL-2: Employ tools of social scientific reasoning to study particular questions or situations, using appropriate assumptions, methods, evidence, and arguments.	Critical Thinking Communication

Key course themes include:

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

Course “Meeting” Schedule:

This is an online course that is asynchronous. That means that while we will not “meet” at the same time in person or online, we will still have a schedule that we will follow. The weeks in the course typically begin on Monday and end on Sunday evening at 11:59 p.m. You often will have things due on Wednesday evening, Saturday evening and/or Sunday evening, just like any course that meets twice a week. The schedule and the assignments are subject to change.

There will be an *optional* virtual "meet your professor and classmates" live Zoom session.

The “meet your professor and classmates sessions” will be held on:

- **Thursday September 4, from 4: 30 PM to 5:00 PM (EST)**
- **Friday September 5, from 12 PM to 12:30 PM (EST)**

Course Support

Technical Resource- Contact helpdesk staff if you need assistance using **Canvas**.

Email: <https://it.rutgers.edu/help-support> or **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>

SMLR Scholarships- <https://smlr.rutgers.edu/academic-programs/scholarships>

Course Resources

You do not need to purchase any books for this class. ALL the reading and visual materials required for this course will be posted online on the course website on Canvas.

Students with Disabilities

To receive consideration for accommodations 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>

Cheating/Plagiarism

There are serious consequences, including expulsion, for cheating and taking someone credit for someone else’s work without attribution, this includes, using text written by a generation system as one’s own (e.g., entering a prompt into an artificial intelligence tool and using the output in a paper), using the internet to answer questions on exams or on papers, when advised to use only class materials. The university has clear, strict policies on these matters. They include signing in for another student. I will report all violations. If you have not done so already, please familiarize yourself with the [university’s academic integrity policy](#) If you have any questions, please see me.

What is the AI Policy of this Course?

AI tools can be a powerful resource for learning, especially when used thoughtfully. In this course, you are welcome to use AI to help you:

- Brainstorm ideas and topics
- Create outlines or mind maps
- Explore different ways of approaching a question or problem
- Generate study questions or summaries of concepts

However, the actual writing you submit—whether it’s a paper, discussion post, or other written assignment—must be your own original work. Think of AI as your brainstorming partner, not your ghostwriter. If you use AI at any stage, be sure to:

- Indicate which AI tool(s) you used
- Briefly explain how you used it (e.g., “used ChatGPT to generate a list of potential subtopics, then created my own outline”)
- Revise and adapt any AI-assisted material into your own words and ideas

By using AI in this way, you can take advantage of its strengths—speed, variety of ideas, and fresh perspectives—while still developing your own voice, critical thinking, and writing skills.

Example of Proper AI Use Disclosure

For this assignment, I used ChatGPT to generate a list of potential subtopics for my paper on work and life. I selected three that I found most relevant, revised them, and created my own outline. All writing, analysis, and examples in the final paper are my own.

How Does This Course Prepare You for Work?

In this course, you will be building skills that employers are seeking. The National Association of Colleges and Employers (NACE) has identified 8 career readiness competencies that employers find college graduates need for success in the workplace and lifelong career management. Included below are 2 of the career readiness competencies you will develop in this course.

NACE Competency	In the Workplace...	In this Course...	Articulating Your Skill
Communication- Clearly and effectively exchange information, ideas, facts, and perspectives with persons inside and	In the workplace , you can expect to articulate your thoughts and ideas clearly and effectively in written and oral form to colleagues inside and	In this course , you will demonstrate communication by writing evidence based reflective papers in which arguments presented in the scientific	On your resume , you can articulate communication by including the title of your papers and detailing your methodology and

outside of an organization.	outside the organization.	literature are identified, analyzed, and critically evaluated. You will also demonstrate this skill by participating in forum discussions with your peers.	findings in succinct bullet points.
Critical Thinking Identify and respond to needs based upon an understanding of situational context and logical analysis of relevant information.	In the workplace , you can expect to exercise sound reasoning to analyze issues, make decisions, and overcome problems.	In this course , you will demonstrate critical thinking by writing evidence based reflective papers in which you critically analyze experiences, connect them to relevant theories and research, and use this combination to draw meaningful conclusions and show personal growth. You will also develop this skill in your forum discussion with your peers.	On LinkedIn , you can articulate critical thinking by sharing the articles you researched and the conclusions you drew from your papers to encourage discussion with others in your field of interest.

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 nline 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 writing assignment. Feel free to reach out to me as soon as issues arise.

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.)

Assignments- This is an overview of the assignments for the semester

Assignments	Points (Total points -1000)	Learning Outcomes/Competencies
Forums (must complete 6 of 7) 50 points each	300	SCL/LSER 1 and 2; NACE Critical Thinking and Communication
Evidence-Based Reflective Paper (4) 100 points each	400	SCL/LSER 1 and 2, NACE Critical Thinking and Communication
NACE Workplace Skills (2) (50 points each)	100	SCL/LSER 2; NACE Critical Thinking and Communication
Midsemester Course Theme Paper	100	SCL/LSER 1 and 2 NACE Critical Thinking and Communication
Final Video Course Theme Presentation	100	SCL/LSER 2; NACE Critical Thinking and Communication

Assignment Descriptions

Forums. These are online discussions throughout the semester. You will be graded on 6 of the forums (so you can skip one of them or complete it for extra credit). For the forums the goal is for you to think critically, engage with your peers, and deepen your understanding of the course material. Each week, you are expected to post one original response to the weekly prompt and reply to at least two of your classmates' posts. Your initial post should be between 150–250 words and should be submitted by **Wednesday at 11:59pm**. Replies should be between 75–150 words each and are due by **Saturday at 11:59pm**.

When writing your posts, use complete sentences and maintain college-level writing. Support your points with examples, evidence, or references when appropriate. A strong reply goes beyond agreement; it might ask a follow-up question, offer a new perspective, or respectfully challenge a viewpoint. Avoid short or vague comments like “I agree” without explanation. Posts should be respectful and on-topic. Because the forums are in real time, you cannot complete late ones.

Evidence-Based Reflective Paper. Evidence-based reflective papers combine personal reflections with academic sources and evidence to create a more rigorous and insightful piece. It

involves critically analyzing experiences, connecting them to relevant theories and research, and using this combination to draw meaningful conclusions and show personal growth. You need to be sure to cite the readings and videos from the week (you do not need to reference all the readings but enough to support your thoughts). Throughout the semester you will write 4 short evidence-based reflection papers, each of which are about 750-1000 words. Specific directions for each paper will be provided.

NACE Workplace Skills. You will complete 2 workplace skills writings where you will assess yourself on 2 NACE competencies. Specific directions will be provided.

Midsemester Course Theme Paper. You will complete a short writing that summarizes one of the themes from the first half of class. Specific directions will be provided.

Final Video Course Theme Presentation You will complete a short video presentation that summarizes two of the themes in the class. Specific directions will be provided

Grading

Each assignment is worth a certain number of points as identified in the assignments section of the syllabus. The highest number of points a student can earn is 1000. Points accumulate to determine final grade. It is your responsibility to monitor your grade as you are going through the course. At any time, please reach out to me with questions.

A	= 1000– 900
B+	= 899 – 850
B	= 849 – 800
C+	= 799 – 750
C	= 749 – 700
D	= 669 – 600
F	= 599 – 0

Course Schedule

Module 1- Introduction to the Course

Tuesday September 2 to Sunday September 7

Resources

- Go over the syllabus and familiarize yourself with the course requirements.
- Take some time to learn basic functions on Canvas.
- Review the NACE competencies/skills for career readiness
<https://www.naceweb.org/career-readiness/competencies/career-readiness-defined>

Assignments

- **Forum 1**: Introduce yourself to your peers (and me) In that introduction please provide an overview your background and experience, including any information you would like to share on our current/past jobs.
 - You will make your introduction post via video (about 1 to 2 minutes) by **Saturday September 6th at 11:59pm**
- **NACE Workplace Skills #1**. As we delve into this class on people, work and organizations we are also going to incorporate our own workplace skills throughout the semester. To start this off, you will take the NACE Competency Assessment Tool and self-assess yourself on Critical Thinking and Communication. After you assess each of the 2 competencies please briefly:
 - Share how landed on your self-rating. (about 200 words)
 - Explain how you may have used the skill in the past and/or how you hope to continue to develop the skill. (about 200 words)

This assignment is due by Saturday September 6th at 11:59pm

Theme 1- What is work, what is a workplace and what is an organization?

Learning Objectives:

- Students will understand the differences between work, workplaces, and organizations.
- Students will critically examine how one's work shapes one's identity and personal fulfillment.
- Students will reflect on their own perceptions of work and how those perceptions might influence their career choices and workplace expectations.

Module 2- What is Work?

Monday September 8 to Sunday 14th

Readings

- John Budd. (2011). The Thought of Work. Cornell University Press. Pp. 19-42.

Videos

- Does working hard really make you a good person?
https://www.ted.com/talks/azim_shariff_does_working_hard_really_make_you_a_good_person

Assignments

- **Forum 2**. For this week's discussion we want to reflect on the reading and the video. For this week's discussion let's talk about- Is work a freedom or curse? Is work about

the effort or the meaningful outcomes that come from it? Is it some combination of the options? Share your thoughts based on the readings to these questions.

- Please post your thoughts and then comment on 2 other students' posts.

Your initial post should be made by **Wednesday September 10th at 11:59pm** and your comments to 2 other students should be made by **Saturday September 13th at 11:59pm**

Module 3—Defining One's Meaning of Work

Monday September 15 to Sunday September 21

Readings

- Stephen Friedman, 2024. "Your Career Doesn't Need to Have a Purpose" Harvard Business Review
- David Bluestein, Why Work Matters: A Personal, Contextual, and Forward-Looking Exploration of Psychology of Working

Video

- David Bluestein, 2023. The Psychology of Work
<https://www.youtube.com/watch?v=9DRSAGhkwRk>
- Does your Career Need A Purpose? 2024.
<https://www.youtube.com/shorts/6M9CYYYYZcXg>

Assignments

Evidence-Based Reflective Paper#1. Think about David Bluestein's article and video. He focused on how his personal biography (such as his family/friends/upbring) and contextual/social factors (seeing family/friends economically struggle, the Civil Rights movement) all impacted his work and career choice (both providing opportunities and constraints). And Stephen Friedman's article adds to this by thinking about how we can define meaning in the work we do by thinking about what we are good at and expanding that in throughout our career paths. For our first writing, use their conceptual framework to reflect on your career experience and plans, and how you think about your own work. You can focus on Bluestein's or Friedman's framework. Be sure to also explain their framework in your answer. Your writing should answer **one** of these questions in 750 -1000 words.

- How has your biography and social/contextual factors shaped your thinking and experience about work and your career path? (Bluestein's framework)
- What are your skills that you are good at and how have/can you focus(ed) on those to find meaning in your work? (Friedman's approach)

This assignment is due by **Sunday September 21 at 11:59pm**

Module 4- Understanding Organizations

Monday September 22 to Sunday September 28

Readings

- Mirella De Civita, 2020 “Why Purpose-Driven Organizations Matter In Our World Today” Forbes
- Jason Martin 2006 “That’s the Way We Do Things Around Here”: An Overview of Organizational Culture

Videos

- Why Zappos Pays New Employees to Quit
<https://www.youtube.com/watch?v=2RrxnRRaR7M>

Assignments

- **Forum 3:** For this week’s discussion let’s focus on the video “Why Zappos Pays New Employees to Quit” and the readings: What do you think about the idea that Zappos “quit now” program? Do you think this is a good business strategy? Why or Why not? In your response be sure to think about organizational culture and how that factors into their strategy.
 - Please post your thoughts and then comment on 2 other students’ posts.

Your initial post should be made by **Wednesday September 24th at 11:59pm** and then comment on 2 other students by **Saturday September 27th at 11:59pm**

Theme 2- Why should organizations put people first for success and sustainability?

Learning Objectives

- Students will be able to define what it means for an organization to be “people-first”.
- Students will analyze the social, cultural, and organizational factors that influence work-life balance and its impact on worker’s well-being, organizational productivity and social equity.
- Students will critically evaluate the role of corporate social responsibility in shaping organizational culture, and the relationship between business and society.

Module 5- What is a “people strategy” of work?

Monday September 20 to Sunday October 5

Readings

- Jeffry Pfeffer and John Veiga.1999. Putting people first for organizational success. Academy of Management Executive, Vol. 13, No. 2, pp. 37-48
- Joseph Fuller and Manjari Raman. 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.
- Zeynep, Ton. 2023. The Obstacles to Creating Good Jobs and How Courageous Leaders are Overcoming them. Harvard Business Review 101: 49–56.

Videos

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

Assignments

- **Evidence-Based Reflective Paper #2:** Choose a store, restaurant or another place of business where you have shopped/ate in the past month. Think of what you have observed and what your experience was like at this store/restaurant such as price, quality, and customer service. Think of your experiences and observations as data. In this reflective writing you will evaluate your experience using the lens of the Good Job Strategy described by Zeynep Ton. Has the store adopted any of the strategies? Be sure to describe the strategy AND provide examples/evidence from your experience. If it is helpful feel free to use screenshots of the store or photos you may have taken to help demonstrate your points in your paper. Your writing should be 750- 1000 words.

This assignment is due by **Sunday October 5th at 11:59pm**

Module 6—Work and Life

Monday October 6 to Sunday October 12

Readings

- Joanna Partridge. 2025. “Work-life balance more important than pay for employees worldwide” The Guardian
- Selena Caldera 2023 “A Closer Look at Sandwich Generation Caregivers of Medicare Beneficiaries” AARP Public Policy Institute
- Vasilena Stefanov, Lynn Farrell, Ioana Latu. 2023. “Gender and the pandemic: Associations between caregiving, working from home, personal and career outcomes for women and men.” Current Psychology 42:17395–17411
- Scott Coltrane, Elizabeth C. Miller, Tracy DeHaan, and Lauren Stewart. 2013. Fathers and the Flexibility Stigma. Journal of Social Issues

Videos

- Forget the Work-Life Balance. Tailor your Life! | Prof. Dr. Daniela Elsner | TEDxFS
<https://www.youtube.com/watch?v=Wo6SP-Zhjh8>
- What Working Parents Really Need from Workplaces
<https://www.youtube.com/watch?v=x672EKnKLtA>
- Finding Time- Work Life Conflict
<https://www.youtube.com/watch?v=yyyRPQoHNwk&t=2139s>

Assignments

- **Forum 4.** For this week’s discussion we want to think about that as workers we have both work and life responsibilities, goals and aspects of our identity. What do you think is the role of employers in helping create space/policy/culture to support their

employees' ability to manage this balance? How does gender impact work and life integration?

- Please post your thoughts and then comment on 2 other students' posts.

Your initial post should be made by **Wednesday October 8 at 11:59pm** and then comment on 2 other students by **Saturday October 11 at 11:59pm**

Module 7- Corporate Social Responsibility

Monday October 13 to Sunday October 19

Readings

- Milton Friedman. 1970. The social responsibility of business is to increase its profits. New York Times Magazine 32, no. 13: 122-126.
- John Mackey. 2005. Rethinking the Social Responsibility of Business: Putting Customers Ahead of Investors." Reason 37 no. 5, 28-32
- Sheila Bonini, Lenny Mendonca, and Jeremy Oppenheim. 2006. When Social Issues Become Strategic. McKinsey Quarterly.

Videos

- 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
- Milton Friedman on Self-Interest and the Profit Motive
<https://www.youtube.com/watch?v=iPqdRqacpFk&index=3&list=PLEDBC45346CFE362>
- IBM Study <http://www.youtube.com/watch?v=PdkYieDuVvY>

Assignments

- **Forum 5:** For this week's discussion do you agree or disagree with the following statement? "There is one and only one social responsibility of business—to use it resources and engage in activities designed to increase its profits." (*Note. Your choice [agree vs. disagree] will not affect the evaluation*). Be sure to explain your point of view.
 - Please post your thoughts and then comment on 2 other students' posts.

Your initial post should be made by **Wednesday October 15 at 11:59pm** and then comment on 2 other students by **Saturday October 18 at 11:59pm**

Module 8—Midterm Course Theme Paper

Monday October 20 to Sunday October 26

Thus far in the course we have engaged with two larger course themes. You want to pick **one** of those themes and write a 750 to 1000 word “analysis” of the theme based on the readings and videos in the course. Be sure to build your argument from the readings and videos in the class, provide examples/evidence and cite appropriately.

You must submit this by **Sunday October 26th at 11:59pm**

Theme 3- What are the incentives in the workplace for workers and managers?

Learning Objectives

- Students will identify and distinguish between financial and non-financial incentives for workers and managers.
- Students will reflect on what types of incentives motivate them personally and how this may influence their future work.

Module 9- What motivates people to work

Monday October 27 to Sunday November 2

Readings

- Jeffrey Pfeffer (1998). Six Dangerous Myths about Pay. Harvard Business Review
- Gerald Ledford, Meiyu Fang, and Barry Gerhart, (2013). Negative effects of extrinsic rewards on intrinsic motivation: more smoke than fire. World at Work Quarterly.
- Kevin Grey, 2025, The Top Attributes New College Graduates Are Looking For. NACE

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
- Pink, D. (2009). The Puzzle of Motivation., TED https://www.ted.com/talks/dan_pink_on_motivation

Assignments

- Forum 6: For this week’s discussion let’s talk about motivation. What motivates you to work/study hard? Have the readings and videos impacted your thinking around motivations to work. If so, how?

- Please post your thoughts and then comment on 2 other students' posts.

Your initial post should be made by **Wednesday October 29 at 11:59pm** and then comment on 2 other students by **Saturday November 1 at 11:59pm**

Theme 4- How and why are organizations changing?

Learning Objectives

- Students will identify and explain factors that drive organizational change, such as globalization, technology, labor market shifts, and remote work.
- Students will evaluate how factors that drive organization change are impacting work and organizational practices
- Students will evaluate how organizational change reshapes employee identities, workplace culture, and inequality.

Module 10- Technology and AI

Monday November 3 to Sunday November 9

Readings

- Kristalina Georgieva, 2024, "AI Will Transform the Global Economy. Let's Make Sure It Benefits Humanity" IMF Blog
- Milena Nikolova, Femke Cnossen, and Boris Nikolaev, 2024. Robots Make Your Work Less Meaningful, Brookings Institute
- Josh Dzieza, 2025. "AI Is a Lot of Work" The Verge

Videos

- AI is transforming the world of work, are we ready for it?
https://www.youtube.com/watch?v=hQX_wIW9Nh0
- How Will AI Change the World?
https://www.ted.com/talks/ted_ed_how_will_ai_change_the_world

Assignment

- **Evidence-Based Reflective Paper #3.** In this reflective writing you want to think about a job you have had or are currently working in in the context of the readings and videos this week. You want to write a reflection answering this question based on that job. *Is it possible to use the power of AI to create more productive and engaging workplace, while also addressing the ethical and labor concerns surrounding its implementation?* This is more than just a yes/no question, it could be a "maybe if..." To answer this question, think about the work that is being performed in the job, the use of technology, the human labor and other aspects, perhaps how AI is currently already implemented to reach your conclusions. Then explain your answers (using examples from your workplaces) in your paper in 750 -1000 words.

This assignment is due by **Sunday November 9th at 11:59pm**

Module 11- Remote Work, Digital Nomads and Work Organization

Monday November 10 to Sunday November 16

Readings

- Rachael A. Woldoff, Robert C. Litchfield, 2021. Stages of Nomadism: Honeymooners, Visa Runners, and Resident Nomads in book Digital Nomads: In Search of Meaningful Work in the New Economy
- May Wong, 2025. New survey indicates work-from-home is here to stay, Stanford Report
- Alanna Mayham, 2024 Remote work exacerbates income inequality, researchers find. Courthouse New Service
- Nicohlas Bloom, Gorden Dahl, and Dan-Olof Rooth, 2025. Working from home boosted growth by expanding disability employment. VOX/CEPR

Videos

- The Work from Home Divide with Steven Davis
<https://www.youtube.com/watch?v=Utlw6mMdy10>
- People with Disabilities Talk Work From Home
<https://www.youtube.com/watch?v=JPpk6MGWYSQ>

Assignments

- **Evidence Based Reflective Paper #4:** Work from Home, Return to Office Mandates, Hybrid Arrangements, Digital Nomads are all re-organizing work. For this writing you want to answer the following questions in 1000 words—in what ways has the remote work arrangements impacted labor market inequality (think both about ways it may have increased and decreased forms of inequality)?

This assignment is due by **Sunday November 16th at 11:59pm**

Theme 5- What are the effects of new forms of organization such as temping, freelancing and outsourcing on workers and organizations?

Learning Objectives

- Students will define new arrangements of work and explain how they differ from traditional full-time employment models.
- Students will assess how new work arrangements affect job security, income stability, benefits, and career development.
- Students will critically examine how race, gender, class, and geography shape who participates in and benefits from new forms of work.
- Students will critically examine the skills needed in changing work organizations.

- Students will evaluate their current strengths and skill gaps in light of future work trends

Module 12- Gig Economy

Monday November 17 to Sunday November 23

Readings

- Ramy Zeid, Dana Alrayesse, Mehmet Ali Soytas and Nayib Riveria, 2025. The Gig Economy and the Future of Work: Global Trends and Policy Directions for Non-Standard Forms of Employment. World Bank
- Nathan Heller. (2017), Is the Gig Economy Working?, New Yorker
- Ria Kasliwal, 2020. Gender and the Gig Economy: A Qualitative Study of Gig Platforms for Women Workers ORF Issue Brief
- Adele Jaquard, 2025. The gig economy is booming, but is it fair work? And other trends in jobs and skills this month, World Economic Forum

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>

Assignments

- **Forum 7:** For this week's discussion you want to think about what you read/watched focused on how gig work is changing the relationship between workers and employers in our labor market. What do you see as the potential long-term consequences for the rise of the gig work for the traditional employer/employee relationship and what impact will this have on the overall labor market?
 - Please post your thoughts and then comment on 2 other students' posts.

Your initial post should be made by **Wednesday November 19 at 11:59pm** and then comment on 2 other students by **Saturday November 22 at 11:59pm**

Module 13—Understanding Skills

Monday November 24 to Sunday December 7 (Thanksgiving Break November 27-30)

Readings

- Kevin Grey, 2025. Almost Two-thirds of Employers Use Skills-based Hiring to Help Identify Job Candidate
- Natalie Campisi, 2025, 2030 Job Market Forecast: The Skills And Roles You'll Need, Forbes
- Michelle Weise, (2020). "Research: How Workers Shift from One Industry to Another." Harvard Business Review, July 07, 2020.

- Kevin Grey. 2025. The Attributes Employers Look for on New Grad Resumes—and How to Showcase The

Video

- People Purpose Podcast — Thinking Skills-Based Hiring: Changing Our Approach to Hiring <https://www.youtube.com/watch?v=u3UuzHdifPY>

Assignment

- **NACE Workplace Skills #2.** Take a skills-based assessment that we completed earlier in the semester again on the 2 competencies (communication and critical thinking). Did your assessment of your skill levels change? You want to write a self-assessment performance review where you:
 1. Highlight how you have further developed these skills this semester (using examples to illustrate them from this class, and if you would like, include how you have developed these skills in other classes, hobbies or other aspects of your life this semester)
 2. Reflect on how your skills will be important to the future of work. Be sure to include specific examples.

This assignment should be 500-800 words and is due by **Sunday December 7 at 11:59pm**

Module 14—Future of Work

Monday December 8 to Sunday December 14

Videos

- How Do We Create a Better Economy?
https://www.ted.com/talks/ted_ed_how_do_we_create_a_better_economy
- The Future of Work: A VICE News Special Report
<https://www.youtube.com/watch?v=iaKHeCKcq4>
- Is AI really taking our jobs? The future of work explained
<https://www.youtube.com/watch?v=QqfunA6aSS4>

Assignment

- **Final Video Course Theme Presentation.** For this you want to review the themes of the class (included in the course description). I want you to present a 4-to-5-minute video presentation of **two** of the key themes you will be taking forward into your own careers and lives. One of the themes must be from the second half of the course (after the Midsemester Course Theme Paper in Module 8). You want to:
 - Explain the themes
 - Explain what you learned about them from the readings, videos and discussions (you can incorporate readings from throughout the class not just those included in the weeks of the theme you are writing on)
 - Reflect on how you will be incorporating/taking these ideas forward into your own careers and lives.

This assignment is due **on Wednesday December 17 at 11:59pm**

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