

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

**Canvas login:** <https://canvas.rutgers.edu/>

### **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 Teaching and Learning with Technology Department

**Email:** [help@canvas.rutgers.edu](mailto:help@canvas.rutgers.edu)

**Call:** 877-361-1134 24 hrs./7 days

### **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.

## 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 8 – 14): 20 points
<b>Short Assignments</b>	24 points	6 @ 4 points each
<b>Forums</b>	16 points	4 @ 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 8 – 14. Exams involve true/false and multiple choice. Exams are timed.

### Short Assignments

Worth 24 points Six short assignments, each 4 points  
250 ~ 300 Words

### Forums

Worth 16 points Forums 1 – 4 – each 4 points

Students are organized into discussion groups of 8 – 10 members.

Forums open Tuesday; Closes Monday 11:59 pm Post at least **two times** (upload one original post and reply to one or more of your classmates' posts) 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.

Instructions and a grading rubric are provided.

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 10:00 am ET on regular workdays. (This excludes Weekends and Thanksgiving.) 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 – 87

B = 86.99 – 80

C+ = 79.99 – 77

C = 76.99 – 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 (Jan 21-Jan 27)

- 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 you're 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 work? (Jan 28-Feb 3)

#### Readings

- PowerPoint
- John, B. (2011). *The Thought of Work*. Ithaca, Cornell University Press. Pp 1-19.

#### Assignments

- Short Assignment 1: What is your definition of work? Use specific reasons and examples to support your answer.
- Poll 2: What is work? Is work a curse or a blessing?

### Week 3 Why do people work? (Feb 4-Feb 10)

#### 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 2: 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 4 What is employment? What is employment relations? (Feb 11-Feb 17)

#### Readings

- PowerPoint
- Abbott, K. (2006), *A Review of Employment Relations Theories and their Application, Problems and Perspectives in Management*.

- John, B. (2011). *The Thought of Work*. Ithaca, Cornell University Press. Pp 59-76.

#### Videos

- The Employment  
<https://www.youtube.com/watch?v=cxUuU1jwMgM>

#### Assignments

- Short Assignment 2: What is your definition of employment? How employees are different from workers? Use specific reasons and examples to support your answer.

### Week 5 What is an organization? What is a firm? (Feb 18-Feb 24)

#### Reading

- Max Weber, Legitimate Authority and Bureaucracy (pp. 3-15).
- Economist, Coase's Theory of the Firm.
- Felix Frei et al., Work Design for the Competent Organization (pp. 39-48 only).

#### Videos

- What is a corporation?  
<https://www.youtube.com/watch?v=LNkuWBvZ1E4>

#### Assignments

- Short Assignment 3: 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?

### Week 6 The "Old" Economy and the "New" Economy (Feb 25-Mar 2)

#### Readings

- Drucker, P. F. (1992). "The New Society of Organizations." *Harvard Business Review* 70(5): 95-105.
- Hochschild, Arlie Rusell. *The Time Bind: When Work Becomes Home and Home Becomes Work*. New York, NY: Holt. 2000. Ch 5 (pp55-72).
- Anon. The 21st-century organization - McKinsey Quarterly.
- Shapiro, R., (2018), The new economics of jobs is bad news for working-class Americans,

#### Assignments

- Short Assignment 4: Interview one person who is working but does not belong to your generation (the interviewee can be older or younger) and ask them three basic questions: What is their opinion about work? What do they expect from their work? What is their strategy to be successful in their work? Compare their views with your and write a synopsis of similarities and differences between the views.

### Week 7 Mid-Term Exam (Mar 3-Mar 9)

## Week 8/9 The Unionized Workplace (Mar 10- Mar 23, Including Spring Recess)

### Readings

- 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 union membership is declining in the U.S.?

## Week 10 Restructuring and Offshore Outsourcing (Mar 24- Mar 30)

### Readings

- Doig, S. J., Ritter, R. C., Speckhals, K., and Woolson, D. (2001). Has outsourcing gone too far? The McKinsey Quarterly, No.4.
- Girod, S., and Karim, S. (2017). Restructuring or Reconfiguration? Harvard Business Review.

### Videos

- 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 11 The Gig Economy (Mar 31- Apr 6)

### Readings

- 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>

### Assignments

- Forum 3: In your opinion, are Uber drivers employees or independent contractors? Explain why.

## Week 12 Diversity and Discrimination (Apr 7- Apr 13)

### Reading

- Harvard Business Review (2016). Designing a Bias Free Organization.
- Dobin, f., and Kaley, A. (2016). Why Diversity Programs Fail. Harvard Business Review.

### Videos

- Hidden Figures (2016)

### Assignments

- Short Assignment 5: Watch the movie "Hidden Figures" and explain how diversity can improve organizational competitiveness.

## Week 13 Corporate Social Responsibility (Apr 14- Apr 20)

### Readings

- Friedman, M. 1970. The social responsibility of business is to increase its profits. New York Times Magazine 32, no. 13: 122-126.
- Bonini, S. M. J., L. T. Mendonca, and J. M. Oppenheim. 2006. When Social Issues Become Strategic. McKinsey Quarterly.
- Keith, D. (1973). The case for and against business assumption of social responsibilities. Academy of Management Journal 16.2 (1973): 312-322.

### 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](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>

### Assignments

- Forum 4: 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 14 Future of Work (Apr 21- Apr 27)

### 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

### Videos

- Susskind, D., (2017), 3 myths about the future of work, TED

### Assignments

- Short Assignment 6: How will AI (artificial intelligence) change the workplace?

## Week 15 Final Exam (Apr 28 – May 4)