

**People, Work and Organizations**  
(tentative, subject to change)

**37:575:230:02**

**Mondays and Thursdays, 12-1:20 pm**  
**Lucy Stone Hall, B269, Livingston Campus**

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**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 develop theoretical concepts that 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?

**Learning Objectives:**

This is a social science course; the following SAS learning objectives are particularly relevant:

- h. Understand the bases and development of human and societal endeavors across time and place.
- m. Understand different theories about human culture, social identity, economic entities, political systems, and other forms of social organization.
- n. Apply concepts about human and social behavior to particular questions or situations.

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.
- Proficiency in written and oral communication.

### **Expectations of Students:**

#### **Preparation**

Be prepared for class. Always read the assigned material before the class so that you can fully participate in class discussions and more easily follow the lecture. Bring the week's reading material to class with you so that you can refer to it during lectures and group discussions. Students should plan to print out all course materials, take extensive notes on the online course readings, or do both.

Take careful lecture notes. You should obtain lecture notes from another student if you are forced to miss a class. These are not provided by the instructor.

#### **Participation**

Class sessions will include a mixture of lectures, small group discussions, group exercises and student presentations. Students are required to participate actively in all aspects of the course, especially small and large group discussions and group exercises.

When participating in discussions explain your views using reasoned arguments and provide evidence for assertions of fact. Respect others' views and listen. You do not have to agree with your classmates, but you must give them your full attention and consideration.

Texting, talking on your phone and emailing are all prohibited during class. Students who repeatedly do these things during class time will be asked to leave class and will be counted absent for the week.

### **Group-Based Learning**

This course is weighed heavily towards group and experiential learning. The instructor will assign students to groups early in the semester and these groups will work together throughout the semester. Groups will discuss course reading, participate in experiential exercises, prepare presentations and participate in group trivia quizzes and other in-class written assignments together. Students who participate fully and enthusiastically in the experiential components of the course will get the most out of the class.

### **Attendance**

Students should plan to attend every course session. Students must sign in personally at the beginning of class; failure to do so will result in a loss of attendance points. If you expect to miss one or two classes, please use the University absence reporting website <https://sims.rutgers.edu/ssra/> to indicate the date and reason for your absence. An email is automatically sent to me.

*Stay for the whole class.* If you are late or leave early, you will be charged with ½ class absence. I recognize that illness, death in the family or other emergencies happen, and will excuse absences for these reasons.

If you have a legitimate reason for your absence, lateness or need to leave early, **it must be provided to me in writing in advance or immediately after the occurrence.** Even excused absences must be reported via the University absence reporting website indicated above. Signing in for another student is considered academic dishonesty and can result in failing the course.

**There will occasionally be an assignment at the beginning or in the middle of class (such as a quiz or short writing assignment) based on the week's readings.**

### **Communication**

Students are expected to check their official Rutgers email account regularly for class announcements. The instructor will communicate all official course correspondence to students via email. Students are responsible for all information communicated to them via email by the

instructor. Verbal discussions with the instructor before or after class will not be considered official unless followed up with written email confirmation.

Feel free to contact the instructor via email with questions or concerns about the course. I will do my best to get back to you within 24 hours.

When emailing the instructor, always include “People, Work and Organizations” in the subject line of your email.

### **Books:**

There are no required books for this course. There is a Sakai site for the course, and readings will be posted there.

### **Evaluation:**

Note - you must complete all assignments to receive credit for the course.

Participation (Includes attendance, thoughtful participation & all in-class work): 30%

Exam 1: 25%

Exam 2: 25%

Television assignment: 5%

Group presentation: 5%

Case study paper (written individually, based on presentation): 10%

For the two written assignments, please use 1” margins, double spacing and a 12-point font. Please **submit only one attachment**. Because written assignments will be submitted via Sakai and processed through Turnitin, please **only use file types: Word, PDF, HTML, RTF, PowerPoint, or plain text**. And **always include file extension**. All papers should be uploaded to Sakai. The instructor **Will Not** accept submission via email or in hard copies.

Your written assignments will be evaluated by the following criteria:

*Content:* Papers should reflect careful, thorough consideration of the assignment. All papers should have a clear, creative thesis and a strong conclusion. Papers should also demonstrate careful reading of the course material, and should cite all sources that were consulted when preparing the assignment using either APA citation rules which can be found on the American Psychological Association website or MLA rules found on the MLA site.

*Mechanics:* Student writing should demonstrate college level competence in grammar and style. Students with unsatisfactory writing skills will be encouraged to seek additional assistance from Rutgers writing tutorial resources.

Papers the instructor deem unacceptable in terms of either content and/or mechanics will be returned to the student for revision prior to grading and marked down for each day the paper is late. Failure to use spell check and grammar check to fix basic mistakes will result in automatic return of the paper without grading.

### **Academic Integrity:**

You are responsible for understanding and following the Rutgers University Policy on Academic Integrity. Information on the policy is available here:

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

### **Class schedule:**

#### **1. Introduction**

January 22

Syllabus and overview

January 26:

Introduction, Group division, Team building

January 29:

Movie (excerpts): Up in the Air (2009, 109 minutes)

#### **2: Corporate Strategy: Putting People First**

February 2:

- 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.

February 5:

- Douglas A. Ready, Linda A. Hill, Robert J. Thomas. (2014) Building a Game-Changing Talent Strategy. *Harvard Business Review*, January 2014, 63-68.

#### **3: What is work?**

February 9:

- Reich, R. B. (1992). The Work of Nations: Preparing Ourselves for 21st-Century Capitalism. New York, Vintage. pp 171-184.

- Barley, S. R., and Gideon Kunda. (2006) Contracting: A New Form of Professional Practice. *Academy of Management Perspectives* 20, no. 1: 45-66.

February 12:

- Hochschild, Arlie Rusell. *The Time Bind: When Work Becomes Home and Home Becomes Work*. New York, NY: Holt. 2000. Ch 5 (pp55-72).
- Shaer, Matthew. "The Boss Stops Here." *New York* June 16, 2013.

**4: What is an organization?**

February 16:

- Anon. The 21st-century organization - McKinsey Quarterly.
- Nohria, Nitin "Note on Organizational Structure."

February 19:

- Sorensen, J. "Note on Organizational Culture"

**Television assignment due.**

**5: Offshore outsourcing and its consequences**

February 23:

- Farrell, D., and V. Agrawal. 2003. Offshoring: is it a win-win game? McKinsey Global Institute.
- Stephen J. Doig, Ronald C. Ritter, Kurt Speckhals, and Daniel Woolson. 2001. Has outsourcing gone too far? The McKinsey Quarterly, No.4.

February 26:

- Greenhouse, S. *The Big Squeeze: Tough Times for the American Worker*. New York: Knopf, 2008. Chapters 11 "Outsourced and Out of Luck" (199-220).

**6: Skills Gap or Training Gap?**

March 2:

- Cappelli, Peter. 2012. *Why Good People Can't Get Jobs: The Skills Gap and What Companies Can Do About It*. Wharton Digital Press (Chapters 2-5)

**7: Mid-Term**

March 5:

**Exam 1**

March 9:

Mid-term wrap-up and Group project preparation

**8: Pay, performance and incentives**

March 12:

- Pfeffer, Jeffrey “Six Dangerous Myths about Pay” *Harvard Business Review*, May-June 1998.

March 23:

- Chambers, Elizabeth G., Mark Foulton, Helen Handfield-Jones, Steven M. Hankin, and Edward G. Michaels III. 1998. The War for talent. *McKinsey Quarterly*, no. 3: 44.
- Pfeffer, Jeffrey. 2001. Fighting the war for talent is hazardous to your organization's health. *Organizational Dynamics* 29, no. 4: 248-259.

**9: Corporate Social Responsibility**

March 26:

- 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*. 5<sup>th</sup> ed. Edited by Joseph R. DesJardins and John J. McCall. Belmont, CA: Wadsworth, 2005, pp. 76-84.

March 30:

- Bonini, S. M. J., L. T. Mendonca, and J. M. Oppenheim. 2006. When Social Issues Become Strategic. *McKinsey Quarterly*.
- Case: FIJI Water and Corporate Social Responsibility

**10: Regulating Global Value Chains**

April 2:

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

April 6:

- CHARLES DUHIGG and DAVID BARBOZA. 2012. “In China, Human Costs Are Built Into an iPad.” *New York Times*, January 25, 2012.

**11: The Unionized Workplace**

April 9:

- Unions: We’re Better Off Without Them | Newsweek.com.
- Pfeffer, Jeffery. (2007) In Praise of Organized Labor: What Unions Really Do.

April 13:

- Lazes, Peter et al. (2012) How Labor-Management Partnerships Improve Patient Care, Cost Control, and Labor Relations. Cornell University. (Executive Summary and Introduction)

**12: Exam and Group Presentations**

April 16:

**Exam 2**

April 20:

Group presentations

April 23:

Group presentations

April 27:

Group presentations

April 30:

Group presentations

May 4:

Group presentations and course wrap-up

**Case study papers due.**



## Television Assignment

Your assignment is to watch one episode of a one-hour reality/documentary (**non-fiction**) TV show that depicts a workplace and working relationships (do not choose a competition show). Watch the show and then write a 2-3 page response paper that does the following:

1. Describe the workplace on the show in one paragraph.
2. Discuss the representation of the workplace and workers in 1-2 paragraphs. What has the TV production chosen to emphasize. Does the representation promote or challenge any stereotypes?
3. Highlight and discuss a particular issue in this workplace that relates to one of the concepts from this class. Issues might include: corporate strategy, organizational culture; workplace hierarchy; job security; race and gender dynamics; recruitment and selection; job training; performance incentives. You should focus on **only one issue**, describe the challenges and mention one or two suggestions for improving the workplace.

You may choose any appropriate show, or select another show. Many of these shows are currently airing on TV, and most are also available online via various websites including Hulu or for purchase from iTunes. Examples of possible shows include the following:

Ice Road Truckers  
The Deadliest Catch  
Undercover Boss  
Ramsey's Kitchen Nightmares  
Coal  
American Chopper  
Dirty Jobs  
LA/Miami Ink  
Duck Dynasty

There are probably dozens of other shows that meet the criteria - choose one that interests you.

You must write your paper on your own, and cite all of your sources.

### **Case study assignment**

#### **Presentation:**

You will be assigned a group, and as a group you will present a case study of an organization. The presentation should be 30 minutes long plus 5 minutes for questions (35 minutes in total) and should include a brief overview of the organization, and of one major challenge facing it. The remainder of the time should be divided between group members- each person will be assigned to cover one of the following areas:

- Human Resource Strategy
- Organizational Culture
- Organizational Structure (organization of work)
- Recruitment and selection
- Training
- Compensation
- Supply chain
- Labor Relations
- Sustainability

Your group must **create slides for the presentation (using Powerpoint or equivalent)**. The slides should be clear and should highlight key points or examples from your presentation. The slides should be unified and the presentation should progress logically. Please practice your presentation in advance, **you may be penalized for exceeding the time limit**.

There is a very useful library guide (prepared by our fabulous librarian) which will help you with research for this assignment, available at <http://libguides.rutgers.edu/peoplework>. You should try to use a variety of sources for your presentation and paper, and you may find useful information on blogs, email lists, employee discussion boards. You might look at [www.glassdoor.com](http://www.glassdoor.com) for this type of information (remember blogs and websites need to be cited, just like any other source).

#### **Paper:**

Your (individual) case study paper will be about your individually assigned aspect of the organization. You should write a 5 page paper about your aspect of the organization. This paper should include an overview of this aspect of the organization, and 2-3 critical suggestions for improvement. You must write your paper on your own, and cite all of your sources.

**Organizations:**

Google

H&M

Herff Jones

Hyatt Hotels

In-n-out Burger

L.C. King Manufacturing

Netflix

New York City Department of Correction

Starbucks

Warby Parker

Yahoo!

Zappos