

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

37:575:230:01

Mondays and Thursdays, 10:20-11:40 am
Beck Hall 250, Livingston Campus

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Office Hours: By appointment

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:
m. Understand different theories about human culture, social identity, economic entities, political systems, and other forms of social organization.
n. 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 global evolution of work, employment, and organization over time
- The economic & strategic challenges facing businesses, and the organizational changes required to meet them.
- The consequences of different organizations and work systems for employees.
- An understanding of diverse perspectives, theories, and concepts relating to the organization of work.
 - Demonstrate an understanding of the perspectives, theories and concepts related with work and organization
 - 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.
- 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.
- 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: 20%

Exam 2: 25%

Television assignment: 5%

Group presentation: 10%

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

Sept.6

Syllabus and overview

Sept.10:

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

2: Corporate Strategy: Putting People First

Sept.13:

- 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.

Sept.17:

- 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?

Sept.20:

- 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.

Sept.24:

- The Gig Economy
- Shaer, Matthew. “The Boss Stops Here.” *New York* June 16, 2013.

4: What is an organization?

Sept.27:

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

Oct.1:

- Sorensen, J. “Note on Organizational Culture”
- D. Warrick, John F. Milliman, Jeffery M. Ferguson. 2016. “Building high performance cultures”, *Organizational Dynamics*, 45(1): 64-70,

Television assignment due.

5: Offshore outsourcing and its consequences

Oct.4:

- 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.

Oct.8:

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

Oct.11: No Class (the instructor will speak at a France-ILO forum on future of work)

6: Skills, Technology, and Future of Work

Oct.15:

- 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)

Oct.18:

- “Globalization, Robots, and the Future of Work”. *Harvard Business Review*, October 2016, 74-79.
- John Boudreau. 2016. “Work in the Future Will Fall into These 4 Categories”. *Harvard Business Review*.
- 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>

In Class: “Andy Stern: Raising the Floor” as reported by Diane Rehm on NPR’s Diane Rehm Show. Interview with Andy Stern, author of *Raising the Floor: How a Universal Income Can Renew Our Economy and Rebuild the American Dream*. Originally aired July 11th, 2016. [49:02]

<https://dianerehm.org/audio/#/shows/2016-07-11/andy-stern-raising-the-floor/113082/@00:00>

7: Mid-Term

Oct.22:

Exam 1

Oct.25: Guest Lecture: Mutation of Professions and Professional Organization

8: Pay, performance and incentives

Oct.29:

- Pfeffer, Jeffrey “Six Dangerous Myths about Pay” *Harvard Business Review*, May-June 1998.
- Peter Cappelli and Anna Tavis. 2016. “Performance Management Revolution” *Harvard Business Review*, 58-67.

Nov.1:

- 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.

Nov.5: Mid-term wrap up

9: Corporate Social Responsibility

Nov.8:

- 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.

Nov.12:

- 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

Nov.15:

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

Nov.19:

- 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

Nov.20 (Tuesday):

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

Nov.26:

- Lazes, Peter et al. (2012) How Labor-Management Partnerships Improve Patient Care, Cost Control, and Labor Relations. Cornell University. (Executive Summary and Introduction)
- What does a union look like in a gig economy?

12: Exam and Group Presentations

Nov.29:

Group presentations

Dec.3:

Group presentations

Dec.6:

Group Presentation and Course wrap-up

Dec.10:

Exam 2

Dec. 17: **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 major challenges 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 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
Zappos