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## **LABOR AND CORPORATE RESTRUCTURING**

37:575:361:01

## **GLOBALIZATION, CORPORATE RESTRUCTURING, AND EMPLOYMENT**

38:578:530:01

**Fall 2018**

Class Time: Tuesdays 2:15 pm – 5:15 pm Labor Education Center Room 115

Office Hours: Tuesday afternoons by Appointment LEC Room 148

### **Requirements**

This course will have a seminar format, including a combination of lectures, case studies, and discussion. All students are expected to attend each class prepared to discuss the readings. Final grades will be based 1/3 on class participation and writing assignments, 1/3 on a mid-term exam, and 1/3 on a final exam.

### **Class Participation**

This class will be conducted seminar style and class participation is essential. You must read and think about the material before the seminar and be prepared to participate actively in small group and entire class discussions.

### **Writing Assignments**

To assist in class participation, and help review for exams, students are required to write short (1-2 page) papers answering questions about each week's reading and relating it to our ongoing conversation about globalization, corporate restructuring and the changing nature of employment. These papers summarize the main ideas and arguments from the readings each week and how they relate to previous readings/arguments and the course theme. You may include multiple readings in your summaries (you don't need 1 page for each reading) but be clear and reference the reading and author you are discussing in each section of your paper. The questions can be found each week under the **Assignments Tab** on Sakai. Papers are due by the beginning of class. If a student is unable to attend class the paper must still be submitted.

### *Norms*

- Read and think about all of the assigned readings before each class.
- Please participate actively, thoughtfully, and respectfully – listen and engage appropriately.
- Please be ready to begin class on time. Some lateness is inevitable but it is disruptive so please keep it to a minimum.
- Please minimize absences – this is a seminar that depends on participation. If you must miss class please call or email me in advance.
- Please turn all cell phones off prior to the start of class.
- You may use personal computers, but only for class work – not for checking email or social media.
- Please turn in the exams when they are due.

Please Review the University's Policy on Academic Integrity:

<http://cat.rutgers.edu/integrity/policy.html>

### *Readings*

There is no single text for this course. Readings for each week will be available on the Sakai class web-site: Sakai.rutgers.edu

Use your Rutgers login name and password

Click on tab for class – 37:575:361:01 Fall18

Go to Resources to get syllabus and readings

September            4    **Introduction**

September            11 **No Class – Rosh Hashanah**

September            18 **The United States in the Post-War Economy:  
Globalization and the Crisis of Mass Production**

Dertouzos et al, Made in America, MIT  
Commission on Industrial Productivity  
Chapters 2-4

Osterman, Kochan, Locke and Piore, Chapter 1, Working in America, 2001

Krugman, A Tale of Two Moralities, New York Times

September 25 **The Social Contract and Changes in the Organization of Work  
The Case of the American Auto Industry**

Coan, "Reengineering the Organization," Quality Management in Health Care, 1994, 2(3), 15-26

The Machine that Changed the World, Womack  
Ch. 3 & 4

For a GM Family, the American Dream Vanishes, NYT

Ghosts of Old GM, NYT

Graphic on Manufacturing, NYT

Is Manufacturing Falling Off Radar, NYT

Fear in the Land of Vanished Auto Plants (NJ), NYT

Michael Moore on GM, MichaelMoore.com

Eiji Toyoda Obituary, NYT

Film: The Big One, Michael Moore

October 2 **The Professional and High-Tech Sectors**

The World is Flat, Friedman

"The World is Spiky", Florida

Business Week: "The New Global Job Shift," "The Way Way Back Office," "A World of Outsourcing," "Globalization Goes White Collar," "Going Abroad."

"High-End Technology Work Not Immune to Outsourcing," NYT  
6/16/04

Cases: Apple Computer I and II

- October                    9 **Two Sides of Outsourcing?**
- Documentary: The Other Side of Outsourcing, Thomas Friedman
- “Meet the Zippies,” Friedman, NYT, 2/22/04
- “What Goes Around...” Friedman, NYT, 2/26/04
- “30 Little Turtles,” Friedman, NYT, 2/29/04
- “Small and Smaller,” Friedman, NYT, 3/4/04
- “The Secret of Our Sauce,” Friedman, NYT, 3/7/04
- “The Great Indian Dream,” Friedman, NYT, 3/11/04
- “Losing Our Edge?,” Friedman, NYT, 4/22/04
- “Send Jobs to India? Some Find It’s Not Always Best,” NYT, 4/28/04
- “The Bright Side of Sending Jobs Overseas,” NYT, 2/15/04
- “Not Many Jobs Are Sent Abroad, US Report Says,” NYT, 6/11/04
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- October                    16 **The Effects of Change: Layoffs and Downsizing – The Rise in Unemployment**
- The New York Times, The Downsizing of America
- I.        On the Battleground
  - II.       The Company
  - III.      The Family
  - IV.     The Community
- “The Forgotten Millions,” NYT
- 
- October                    23 **Mid-Term Exam**
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- October                    30 **The Rise in Inequality: Changes in Wealth and Income Distribution**

Reich, Aftershock, Chapters 6-8

Krugman, “For Richer,” NYT, 10/20/02

“US Income Gap Widening,” NYT, 9/25/03

“Record Level of Americans Not Insured on Health,” NYT,  
8/27/04

“Why Decry the Wealth Gap?” NYT

Case: Financial Crisis of 2008  
Documentary Film: Inside Job

November            **6 Education and Growth of Class Differences**

Class Matters, New York Times Series

“The College Aid Crisis,” NYT, 5/25/04

“And the Rich Get Smarter,” NYT, 4/30/04

“College Degrees Valuable Even for Careers that Don’t Require  
Them,” NYT

“Education Gap Grows Between Rich and Poor,” NYT

“Education Still Pays,” NYT

“Results and Lessons of America’s War on Poverty,” NYT

“College Graduation Rates,” NYT

November            **13 Globalization in Asia**

“The Chinese Century,” 7/4/04, NYT

“The World’s Sweatshop – Captive Unions,” NYT, 12/29/03

“Apple’s iPad and the Human Costs for Workers in China,” NYT

“China Economy Rising at Pace to Rival US,” NYT

“The Myth of Japan’s Failure,” NYT

"How US Wooed Asia to Let Cash Flow In," NYT

Case: China and Walmart

November **20 European Co-Determination and Contingent Work**

Rogers & Streeck, "Workplace Representation Overseas: The Works Councils Story"

"More Downsized Workers Are Returning as Rentals, " NYT

“American Jobs but Not the American Dream,” NYT, 1/9/04

“VW and Its Workers Explore a Union at a Tennessee Plant,” NYT

November **27 Future Trends and Demographics, Public Policy Responses**

The 21<sup>st</sup> Century at Work, Karoly

Dertouzos et al, Made in America, MIT Commission on Industrial Productivity, Chapter 10, 11

Grant et al, "TQM's Challenge to Management Theory and Practice"

“Where the Jobs Are,” NYT, 5/13/04

Reich, “How to End the Recession.” NY Times

December **4 Review**

December **11 Final Exam**