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ORGANIZATIONAL DESIGN AND STRUCTURE

37:575:311

ORGANIZATIONAL DESIGN AND STRUCTURE

38:578:556

Spring 2023

Class: Tues 3:50-6:50

Office Hours: Tues afternoons by Appointment

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 & 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. Your contribution will be evaluated on a scale from minimally adequate to truly exceptional, based on the quality, thoughtfulness, and frequency of your contributions to class discussions.

Your participation grade will also be based on:

Weekly Written Questions/Summaries – To assist in class participation, and help review for exams, students are required to write 10 short (1- 2 page) papers answering questions about each week’s reading. These papers summarize the main ideas and arguments from the readings each week, and relate them to previous readings/arguments and the course themes. You may include multiple readings in your summaries (you don’t need 1-2 pages for each reading), but be clear and reference the readings and authors 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. Note there are 11 writing assignments, you may choose to miss **one**.

Avoid plagiarism or other violations of academic integrity! Your written questions will be submitted to “Turnitin.com” to insure that your answers are yours alone – not answers from another student, from the web, or another source. Be careful not to “copy” phrases or sentences excessively from the readings. The goal is to put the ideas into your own words and cite appropriately!

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 in the exams when they are due.
- Please turn off cell phones during class time. You may use personal computers but only for class work – not for checking email or social media.

Readings

There is no single text for this course. Readings for each week will be available on the Canvas class web-

January	24 Zoom	Introduction
January	31 Zoom	<p>The Division of Labor and Scientific Management Adam Smith, <u>The Wealth of Nations</u>, Ch. 1 Frederick Taylor, <u>Scientific Management</u>, pp. 39-73.</p> <p>Globalization of National Economies and the Crisis of Mass Production Osterman, Kochan, Locke and Piore, Chapter 1, <u>Working in America</u>, 2001 Womack et al. <u>The Machine That Changed the World</u>, Ch. 2 Optional: Piore & Sabel, <u>The Second Industrial Divide</u>, pp.3-48</p>
February	7 Async	<p>The US Auto Industry and the Rise of Lean Production Womack et al. <u>The Machine That Changed the World</u>, Ch. 3 & 4. Parker et al. "Choosing Sides: Unions and the Team Concept." Optional: MacDuffie, John Paul. "Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production Systems in the World Auto Industry," <u>Industrial and Labor Relations Review</u>, 48:197-221, 1995</p>
February	14 Zoom	<p>Quality Management and Technology Adler, Paul. "Time and Motion Regained," <u>Harvard Business Review</u>, January-February 1993 Grant et al. "TQM's Challenge to Management Theory & Practice." Case Study: HBR – Tiger Creek</p>
February	21 Async	<p>Socio-Technical Systems Trist, <u>The Evolution of Socio-Technical Systems</u> Walton, "From Control to Commitment in the Workplace." Case: Harvard Business School - Lakeville Chemical Documentary: Lou Davis and STS</p>
Feb	28 Zoom	<p>Industrial Democracy: Participation and Representation "Introduction: A Century of Industrial Democracy in America," Lichtenstein and Harris, in <u>Industrial Democracy in America: The Ambiguous Promise</u>, p. 1-19 "Industrial Democracy," Margaret Kiloh, in <u>New Forms of Democracy</u>, Held and Pollitt p. 14-50</p>

Pateman, C. Participation and Democratic Theory, Cambridge University Press, 1970
Freeman and Rogers. What Workers Want. Ithaca, Cornell University Press, 1999

March 7 **Mid-term Exam**

March 14 **Spring Break**

March 21 Zoom **Stakeholders Organizations and Governance Arrangements**
Rubinstein and Kochan. Learning From Saturn, Cornell University Press, 2000, Chapters 1, 3 and 6.
Optional: Kochan and Rubinstein. "Toward a Stakeholder Theory of the Firm: The Saturn Partnership", Organization Science, Volume 11, Number 4 (July/August 2000).
Optional: Rubinstein. "The Impact of Co-Management on Quality Performance: The Case of the Saturn Corporation," Industrial and Labor Relations Review, Vol. 53, No. 2 (January), pp. 197-218, 2000

Case: Saturn

March 28 Async **Network Organization**
Nitin Nohria, "Note on Organization Structure," Harvard Business School, Boston, MA, 1995
Lowell L. Bryan and Claudia Joyce, "The 21st Century Organization," McKinsey & Company, 2005
Nitin Nohria and Robert Eccles (eds.), Networks and Organizations: Structure, Form, and Action, Boston, MA, Harvard Business School Press, 1992
Rubinstein and Eaton, "The Effects of High Involvement Work Systems on Employee and Union-Management Communication."

Cases: Apple vs. Microsoft

April 4 Zoom **Co-Determination and Works Councils in Europe**
Rogers & Streeck, "Workplace Representation Overseas: The Works Councils Story."
Frege, "The Discourse of Industrial Democracy: Germany and the US revisited"

Case: VW Tennessee
Guest Speaker: Wilma Liebman, former Chair, NLRB

April 11 Async **The Collaborative Organization**

Heckscher, Charles. *The Collaborative Organization*, (Ch. 1 pp 25-37; Ch. 6 pp. 170-182 and 187-192).

Harvard Business School: The Rose Case

- April 18 Zoom **Knowledge Work**
 Rubinstein and McCarthy, "Public School Reform through Union-Management Collaboration," *Advances in Industrial and Labor Relations*, 2012
 Rubinstein, Hecksher and Adler, "Moving Beyond 'Blame the Teacher,' Op-ed, Los Angeles Times, Sept. 16, 2011
 McKinsey, "How the World's Best-performing School Systems Come Out on Top," 2007

 Case: Public School Reform
- April 25 Zoom **Diffusion and Work in the 21st Century**
 Pil, Frits, and John Paul MacDuffie, "The Adoption of High Involvement Work Practices," *Industrial Relations*, Vol. 35, No. 3 (July), pp. 423-55, 1996
 Ichniowski, Casey, Thomas Kochan, David Levine, Craig Olson, and George Strauss. "What Works at Work: Overview and Assessment," *Industrial Relations*, Vol. 35, No. 3, pp. 299-333, 1996
 Karoly, Lynn and Constantijn Panis. *The 21st Century at Work*, Rand Corporation, 2004.
- May 2 **Final Exam**