

Management Science and Engineering
MS&E 181
Spring 2003-04

Time: 2:15-3:30
Day: Mon and Wed
Place: G19 Redwood Hall

Syllabus

Issues in Technology and Work for a Post-Industrial Economy

Professor: Stephen R. Barley
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Office Hours: Mon/Wed 3:30-5:00

Co-Lecturer: Stine Grodal
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Office Hours: TBA

Course Website: <http://eeclass.stanford.edu/msande181>

Module 1: Changing Nature of Work

Wed 3/31 **Introduction to Course** [Steve]

Mon 4/5 **What is a Technological Revolution?** [Steve]

Kranzberg, Melvin. (1989) IT as Revolution: The Information Age. Pp. 19-32
in Tom Forester, ed. *Computers in the Human Context*. Cambridge, MA:
MIT Press.

Beniger, James R. (1989) IT as Evolution: The Evolution of Control. Pp 48-70
in Tom Forester, ed. *Computers in the Human Context*. Cambridge, MA:
MIT Press.

Wed 4/7 **Changing Nature of the Occupational Structure** [Steve]

National Research Council. (1999) Chapter 4: Changes in the Structure and
Content of Work. Pp. 105-163 in *The Changing Nature of Work:
Implications for Occupational Analysis*. Washington, DC: National
Academy Press.

Mon 4/12 **Digitization of Work: Automate vs. Informate** [Stine]

Zuboff, Shoshanna. (1988) Chapter 7 & 8 Pages 245-310 in *In the Age of the Smart Machine: The Future of Work and Power*. New York: Basic.

Wed 4/14 **Library specialists**
LOCATION: **Social Sciences Resource Center; Multimedia Room 121A, Bing Wing, Green Library**

******Hand out data tables******

Module 2: Changes in the Economy

Mon 4/19 **Trends in Labor Markets** [Steve]

***** *Data table assignment due******

Wed 4/21 **Globalization of Work** [Stine]

***** *Research topic due at the beginning of class* *****

Guillén, Mauro F. (2001) Is Globalization Civilizing, Destructive or Feeble? A critique of Five Key Debates in the Social Science Literature. *Annual Review of Sociology*. Vol. 27: 235-260.

Korten, David C. (1995) Chapter 4: Rise of Corporate Power in America and Chapter 13: Guaranteeing Corporate Rights. Pages 53-68 and 173-181 in *When Corporations Rule the World*. San Francisco, CA Berett-Koehler Publishers.

Mon 4/26 **Student Debate #1:** *Offshoring is necessary to keep U.S. corporations competitive in the global marketplace.*

Module 3: Changes in Organizations and Careers

Wed 4/28 **Breakdown of Bureaucracy** [Steve]

Pinchot, G. & E. (1993) Chapter 2: The Rise and Fall of Bureaucracy, and Chapter 3: Clues to Bureaucracy's Successor. Pages 21-59 in *The End of Bureaucracy & the Rise of the Intelligent Organization*. San Francisco: Berrett-Koehler Publishers.

Miles, R. E. and C. C. Snow (1986) Organizations: New Concepts for New Forms. *California Management Review*, 28: 62-73.

Mon 5/3 **Student Debate #2:** *Mergers and Acquisitions are good for society.*

Wed 5/5 Movie: The Big One
***** *Deadline for meetings instructors to discuss research paper topic* *****

Mon 5/10 **Student Debate #3:** *Trends in work and technology have had a significant negative impact on community structure*

Module 4: Changing Nature of Work Time and Space

Wed 5/12 **The Shift in the Employment Contract. What does this mean for you** [Steve]

Osterman, P. (1999) Chapter Two: The Changing Structure of the American Labor Market. Pages 22-70 in *Securing Prosperity*, Princeton: Princeton University Press.

Newman, Katherine A. (1988) Chapter Three: Rejected Managers and the Culture of Meritocracy. and Chapter Six; Blue-collar Workers and the Abandonment of Tradition. Pages 42 - 94 and 174 - 201 in *Falling from Grace: The Experience of Downward Mobility in the American Middle Class*, New York: The Free Press.

Arthur, M. B. & D. M. Rousseau. (1996) Chapter One Introduction: The Boundaryless Career as a new Employment Principle. Pages 3-17 in *The Boundaryless Career: A new employment principle for a new organizational era*. Oxford: Oxford University Press.

Mon 5/17 **Student Debate #4:** *Corporations need to take more responsibility for the social welfare.*

Wed 5/19 **Changing Nature of Work Time** [Steve]

Thompson, E.P. (1967) Time, Work Discipline and Industrial Capitalism, *Past and Present*. December: 56-97.

Barley, Stephen. (1988) On Technology, Time and Social Order: Technically Induced Change in the Temporal Organization of Radiological Work. Pp. 123-167 in Frank Dubinskas Ed. *Making Time: Ethnographies of High Technology Organizations*. Philadelphia, PA: Temple University Press.

Mon 5/24 **Changing Conceptions of Workspace**

***** *Last day to hand in draft research paper for review******

Guest Lecturer: Ann Bamesberger, *Sun Microsystems*

Apgar, Mahlon. (1998) The Alternative Workplace: Changing Where and How People Work. *Harvard Business Review*. May-June: 121-136.

Gladwell, Malcom. Designs for Working. *The New Yorker*. December 11, 2000: 60-70, New York:

Module 5: Changing Nature of Work and Personal Life

Wed 5/26 **Technology in Everyday life** [Steve]

Dibbell, Julian. (1997) A Rape in Cyberspace: How an Evil Clown, a Haitian Trickster Spirit, Two Wizards, and a Cast of Dozens Turned a Database into a Society. Pp 293 – 315 in *Internet Dreams: Archetypes, Myths and Metaphors*, Cambridge, MA: MIT Press.

Kraut, Robert, Vicki Lundmark, Michael Patterson, Sara Kiesler, Tridas Mukopadhyay, William Scherlis (1998) Internet Paradox: A Social Technology That Reduces Social Involvement and Psychological Well-Being? *American Psychologist* (53): 1017 - 1031.

Mon 5/31 **Memorial Day**

Wed 6/2 **Wrap-up Day and Course Evaluation**

***** *Research paper due by the beginning of class* *****