

**Sociology 424: Employment in a Changing Economy**  
**Professor David Hachen**  
**Spring 2005**

**Seminar Meetings:**

Tuesday and Thursday from 11 – 12:15 in Flanner 323.

**Office Hours:**

Thursdays from 3:30 – 4:30 in 747 Flanner or by appointment.

**Communication:**

E-Mail: Hachen.1@nd.edu

Office Telephone: 631-5745

**Seminar Objectives:**

How is employment changing? What distinguishes the new economy from the old economy? How do people find better jobs? What are employers looking for when they attempt to meet their labor needs? This course will attempt to answer these and other questions by contrasting the new and the old economy. In the old economy some people worked for the same employer their entire lives. Why did workers stay with the same firm? Why did employers want to retain their employees? In the new economy employers seem to want flexibility. Why do they want flexibility and how do they attempt to achieve it? What consequences does the quest for flexibility have for how people become employed?

The focus of the course will be on employment in the United States, though we will look at changes occurring in other countries, especially in Europe. A wide range of issues will be investigated from a sociological perspective such as how labor markets operate, why internal labor markets with promotion opportunities emerged, the role of social networks in finding jobs, the effects of globalization, increased competition and deregulation on employment, how people move between jobs, the growing importance of temporary employment, the role of intermediaries such as staffing agencies, gender differences in employment, and governmental regulatory policies.

**Seminar Structure:**

The seminar is divided into 8 topical modules. We will begin by looking at both theoretically and historically the postwar “social contract” and its employment relationships and internal labor markets. We will then turn to the changes that have been occurring in employment, looking at both what they are and why they have occurred. In the third module we will look at changes in labor market policies and institutions that are attempts to deal with the changes occurring in employment. The next four modules focus on the new employment relationship in detail by looking at the temporary employment relationship, the growth of the temporary staffing industry, the causes of the use by firms of contracted labor, and workers’ experiences in these new labor markets. Finally we will bring a

comparative perspective to the seminar by looking at two works that compare European countries and the United States.

**Seminar Readings:**

The Seminar Schedule (see below) lists all the materials you are required to read. All the articles and book chapters will be available through electronic reserves and WebCT. We will also be reading six books which can be purchased at the Bookstore:

Capelli, Peter. 1999. *The New Deal at Work: Managing the Market-Driven Workplace*. Boston, MA: Harvard University Business School Press.

Osterman, Paul. 1999. *Securing Prosperity*. Princeton, New Jersey: Princeton University Press.

Osterman, Paul. 2001. *Working in America a Blueprint for the New Labor Market*. Cambridge, Mass: MIT Press.

Rubery, Jill and Damian Grimshaw. 2003. *The Organization of Employment an International Perspective*. Houndmills, Basingstoke, Hampshire, New York, NY: Palgrave Macmillan.

Smith, Vicki. 2001. *Crossing the Great Divide Worker Risk and Opportunity in the New Economy*. Ithaca: ILR Press.

Vosko, Leah F. 2000. *Temporary Work the Gendered Rise of a Precarious Employment Relationship*. Toronto, Buffalo: University of Toronto Press.

**Seminar Sessions:**

Seminar sessions will not be lectures, nor will we go through the articles page by page. You will, therefore, not be examined on the content of the articles. Rather the purpose of the seminar sessions is to discuss the articles and books. This requires that all of us, both you and me, prepare for the seminar by (1) reading the materials and (2) coming to class with a short list of 3-4 questions, ideas, insights, or issues *that you want to discuss with the other members of the class*. At the beginning of some of the seminar sessions we will collect these ideas from everyone and use them to guide our discussion (see Requirements below).

**Seminar Requirements:**

There are five requirements.

1. *Seminar Participation*: How interesting our seminar sessions are will depend upon what you bring to the session. For all the “non-book” sessions (that is all the sessions besides the sessions that are being facilitated by the Book Discussion Groups) you are required to bring a list of 3-4 discussion topics/ideas and to be prepared to stimulate a discussion on the topics on your list. Seminar participation will contribute 10% to your final grade.

2. *Book Discussion Groups:* During the first few weeks of class you will choose to be on one of four (4) teams whose task is to facilitate the discussion of one of following four books:

Rubery, Jill and Damian Grimshaw. 2003. *The Organization of Employment an International Perspective*. DATES

Smith, Vicki. 2001. *Crossing the Great Divide Worker Risk and Opportunity in the New Economy*. DATES

Vosko, Leah F. 2000. *Temporary Work the Gendered Rise of a Precarious Employment Relationship*. DATES

Bergstrom, Ola, Editor. 2003. Final Report, New Understanding of European Work Organisation. DATES

Each group will be responsible for (1) leading the seminar discussion on their book and (2) collectively writing a 5-6 pages reflection paper that summarizes the seminar discussions we have had on the book. The reflection paper should not summarize the book but rather reflect on our discussions of the book. The reflection paper and my evaluation of your discussion leadership will contribute 15% to your final grade.

3. *Course “Role Play” & Journals:* Everyone is required to select early on an occupation, industry, or type of worker that they will “pretend” to be throughout the course. As we discuss each topic you need to reflect upon how the changes we are looking at would affect you and how you would react to them. Seminar participants are required to keep a journal on their occupation/industry/type of worker. At the beginning of the journal you should describe yourself and your past and current situation, possible using articles and materials you have found. Then after each seminar session you should write an entry based on your role playing reactions to employment changes that we looked at during that session. The journal will be handed in periodically and will contribute 10% to your final grade.
4. *Topic Reflection Paper:* You are required to write one 4-5 reflection paper about what you learned from our discussions of one of the following topic modules:

Module II – The Transformation of Work and Employment, 1/27-2/10

Module III – Changes in Labor Market Policies and Institutions, 2/15-2/22

Module V – The Temporary Staffing Industry, 3/15-3/17

Module VI – Contracting Out Work, 3/22-3/24

You are not responsible for leading the sessions. Papers should not summarize the readings but reflect upon what you learned from the discussion. Reflect on whether you changed your views as a result of the readings and discussion. If you have, what were your former views, what are your new views, and why did you change your ideas? If you have not changed your position, what is your position and how did the readings and discussion reinforce your views? These reflection papers will contribute 15% to your final grades

5. *Term Paper:* You are required to write a 20-30 page term paper on a topic you have chosen and on which you have done some research. Here is the schedule for your paper project

- 1/25        Submit as an email attachment a 1-page paper describing your research topic and question (not graded)
- 1/27-1/29 Meet with me to discuss your topic idea (not graded)
- 2/24        Submit as an email attachment a bibliography of articles and books on your topic that you intend to read for your paper (minimum of 6 entries). (5% of your grade)
- 3/22        Submit as an email attachment (1) an outline of your paper and (2) an annotated bibliography which contains for each reading a one paragraph summary of the important points and ideas of the article or book (5% of your grade)
- 4/21        Submit as an email attachment a draft of your paper in whatever form you have it in by then. I will provide feedback (but not a grade) on the draft by 4/26.
- 5/2         Final paper due (40% of your grade)

## Seminar Schedule

1/11 T Introduction

### **I. The Employment Relationship, Internal Labor Markets and the Postwar “Social Contract”**

1/13 H

Sørensen, A. B. and Arne Kalleberg. 1981. "An Outline of a Theory of the Matching of Persons to Jobs." Pp. 49-74 in *Sociological Perspectives on Labor Markets*, edited by Ivar Berg. New York: Academic Press. HD5724 .S624

Althausser, Robert P. and Arne L. Kalleberg. 1981. "Firms, Occupations, and the Structure of Labor Markets: A Conceptual Analysis." Pp. 119-49 in *Sociological Perspectives on Labor Markets*, edited by Ivar Berg. New York: Academic. HD5724 .S624

Edwards, Richard C. 1975. "The Social Relations of Production in the Firm and Labor Market Structure." Pp. 3-26 in *Labor Market Segmentation*, edited by Richard C. Edwards, Michael Reich and David M. Gordon. Lexington, Mass.: D. C. Heath. HD6957.U6 C57 1973

Williamson, Oliver, Michael Wachter, and Jeffrey Harris. 1977. "Understanding the Employment Relation: The Analysis of Idiosyncratic Exchange." *Bell Journal of Economics* 6:250-277. HD 2763 .A2 B45

1/18 T

Jacoby, Sanford. 1984. "The Development of Internal Labor Markets in American Manufacturing Firms." Pp. 23-69 in *Internal Labor Markets*, edited by Paul Osterman. Cambridge, Massachusetts: MIT Press. HD6273 .O87

Elbaum, Bernard. 1984. "The Making and Shaping of Job and Pay Structures in the Iron and Steel Industry." Pp. 71-107 in *Internal Labor Markets*, edited by Paul Osterman. Cambridge, Massachusetts: MIT Press. HD6273 .O87

1/20 H

Capelli, Peter. 1999. *The New Deal at Work: Managing the Market-Driven Workplace*. Boston, MA: Harvard University Business School Press, Introduction and Chapters 1 & 2, pp. 1-68.

1/25 T

Osterman, Paul. 1999. *Securing Prosperity*. Princeton, New Jersey: Princeton University Press, Chapters 1 & 2, pp. 3-70.

## **II. The Transformation of Work and Employment**

1/27 H

Kalleberg, A. L. 2001. "Evolving Employment Relations in the United States." Pp. 187-206 in *Sourcebook of Labor Markets: Evolving Structures and Processes*, New York: Kluwer Academic/Plenum Publishers.

Pfeffer, J. and J. N. Baron. 1988. "Taking the Workers Back Out - Recent Trends in the Structuring of Employment." *Research in Organizational Behavior* 10:257-303.

2/1 T & 2/3 H

Osterman, Paul. 1999. *Securing Prosperity*. Chapters 3 & 4, pp. 71-115.

Osterman, Paul. 2001. *Working in America a Blueprint for the New Labor Market*. Cambridge, Mass: MIT Press, Chapters 1-3, pp. 1-93.

2/8 T & 2/10 H

Capelli, Peter. 1999. *The New Deal at Work*. Chapters 3-5, pp. 69-180.

## **III. Changes in Labor Market Policies and Institutions**

2/15 T

Capelli, Peter. 1999. *The New Deal at Work*. Chapters 6 & 7, pp. 181-244.

2/17 H & 2/22 T

Osterman, Paul. 1999. *Securing Prosperity*. Chapters 3 & 4, pp. 71-115.

Osterman, Paul. 2001. *Working in America*. Chapters 4-7, pp. 95-203.

## **IV. The Temporary Employment Relationship**

2/24 H

Vosko, Leah F. 2000. *Temporary Work: The Gendered Rise of a Precarious Employment Relationship*. Toronto, Buffalo: University of Toronto Press, Introduction & Chapters 1-3, pp. 1-116.

3/1 T

Vosko, Leah F. 2000. *Temporary Work*, Chapters 4 & 5, pp. 117-199.

3/3 H

Vosko, Leah F. 2000. *Temporary Work*, Chapters 6-8, pp. 200-278.

## **V. The Temporary Staffing Industry**

3/15 T

Gonos, G. 2001. "Fee-Splitting Revisited: Concealing Surplus Value in the Temporary Employment Relationship." *Politics & Society* 29(4):589-611.

Segal, Lewis M. and Danile G. Sullivan. 1997. "The Growth of Temporary Services Work." *Journal of Economic Perspectives* 11(2):117-36.

3/17 H

Theodore, N. and J. Peck. 2002. "The Temporary Staffing Industry: Growth Imperatives and Limits to Contingency." *Economic Geography* 78(4):463-93.

Peck, J. A. and N. Theodore. 2002. "Temped Out? Industry Rhetoric, Labor Regulation and Economic Restructuring in the Temporary Staffing Business." *Economic and Industrial Democracy* 23(2):143-75.

## **VI. Contracting Out Work**

3/22 T

Houseman, S. N. 2001. "Why Employers Use Flexible Staffing Arrangements: Evidence From an Establishment Survey." *Industrial & Labor Relations Review* 55(1):149-70.

Davis-Blake, A. and B. Uzzi. 1993. "Determinants of Employment Externalization - a Study of Temporary Workers and Independent Contractors." *Administrative Science Quarterly* 38(2):195-223.

Abraham, K. G. and S. K. Taylor. 1996. "Firms' Use of Outside Contractors: Theory and Evidence." *Journal of Labor Economics* 14(3):394-424.

3/24 H

Houseman, S. N., A. L. Kalleberg, and G. A. Erickcek. 2003. "The Role of Temporary Agency Employment in Tight Labor Markets." *Industrial & Labor Relations Review* 57(1):105-27.

Kalleberg, A. L., J. Reynolds, and P. V. Marsden . 2003. "Externalizing Employment: Flexible Staffing Arrangements in US Organizations." *Social Science Research* 32(4):525-52.

Hachen, David. 2004. "Contracting Out Work in the 1990s." Working Paper Series, Department of Sociology, University of Notre Dame.

## **VII. Worker Experiences in Changing Labor Markets**

3/29 T

Smith, Vicki. 2001. *Crossing the Great Divide: Worker Risk and Opportunity in the New Economy*. Ithaca: ILR Press, Chapters 1 & 2, pp. 1-52.

3/31 H

Smith, Vicki. 2001. *Crossing the Great Divide*, Chapters 3 & 4, pp. 53-119.

4/5 T

Smith, Vicki. 2001. *Crossing the Great Divide*, Chapters 5 & 6, pp. 120-179.

## **VIII. Comparative Analysis of Employment Regimes**

4/7 H

Bergstrom, Ola, Editor. 2003. "Final Report, New Understanding of European Work Organisation," Chapters 1-3, pp. 1-44.

4/12 T

Bergstrom, Ola, Editor. 2003. "Final Report, New Understanding of European Work Organisation," Chapters 4 & 5, pp. 45-95.

4/14 H

Bergstrom, Ola, Editor. 2003. "Final Report, New Understanding of European Work Organisation," Chapters 6-8, pp.95-145 AND Annex : Summary of Cases, pp. 148-180.

4/19 T

Rubery, Jill and Damian Grimshaw. 2003. *The Organization of Employment: An International Perspective*. Houndmills, Basingstoke, Hampshire, New York, NY: Palgrave Macmillan, Chapters 1-3, pp. 1-76.

4/21 H

Rubery, Jill and Damian Grimshaw. 2003. *The Organization of Employment*, Chapters 4-6, pp. 77-175.

4/26 T

Rubery, Jill and Damian Grimshaw. 2003. *The Organization of Employment*, Chapters 7, 9 & 10, pp. 175-197 and pp. 222-260.