

# COURSE OUTLINE

## MGT 627 Future of Work

<b>Faculty Name:</b>	Siddhartha Saxena	<b>Section:1</b>
		<b>Elective</b>
<b>Contact:</b>	<a href="mailto:siddhartha.saxena@ahduni.edu.in">siddhartha.saxena@ahduni.edu.in</a>	<b>Office</b> Tuesday & Thursday
		<b>Hours:</b> (6.30 P.M to 7.30 P.M)
<b>School:</b>	AMSOM	
<b>Semester:</b>	Winter	<b>Credits:3</b>

**Lecture time & Weekdays:** 5.30 P.M to 7.00 P.M( Tuesday and Thursday) **Location:** Room no 208 : GICT Building

**Pre-requisites:** **MGT112 Organizational behavior and MGT212 HRM or for MGT 511 MBA**

**Course Description:** Globalization has generated the continuing internationalization of the world's production system, with increasingly prevalent global supply chains frequently making it impossible to identify a single national origin of finished products – they tend to be made “in the world”. This has resulted in considerable new openings for economic development and employment-led paths out of poverty for hundreds of millions of people, but also the danger of global competitive processes placing downward pressures on working conditions and respect for fundamental rights. The onward process of the internationalization of production coincides with the continuation of primarily nationally-based labour-market institutions, legislation and processes, with consequences for the future governance of work. Despite the extraordinary development of production through successive technological revolutions, this basic imperative to work is still with us in the contemporary world. Fundamental human needs still go unmet and the war on want is unfinished because poverty persists; a large part of the global workforce is still engaged in subsistence production. The individual will want to find meaning and purpose in work and material compensation for it that allows him or her to become an independent, full and valued actor in society. The workplace itself is also where socialization processes initiated in education are deepened and where many of the individual's social relations are forged and maintained. These are all reasons why the future of work will dictate many facets of the future of our societies and organisations. The course focuses on the issues of work and organisations and tries to give a thought to tomorrow's manager what they might expect?

**Course Abstract:** **Same as Above**

**Course Objectives:**

- To provide insight into changing dynamics of the workforce and its effect on current organisations.
- To address long-standing employment-related trends, with the impact of technological innovation foremost among them. The debate about the disruptive effects of technological change on jobs in centuries old,
- To understand the cost of conclusion to be drawn from the historical record is that, notwithstanding the disruption it inevitably brings, over the long term it has created more employment than it has destroyed, and has pushed overall living standards to new levels

- Get information on data analysis which is changing technology and human resource management
- Technologies which are disruptive but less understood by managers and upcoming workforce make the aware about them.
- Understanding the changing factors which future millennial workforce is going to face
- The reality of threat that automation and data is bringing on people and managers
- How societies will be affected by this technology and data driven organisations.

**Pedagogy:** Cases, Nodexl, Gephi, Data sets, Audio Visual, Games, Guest sessions

**Expectations from Students:** Students need to prepare the cases and the readings before the session.

**Assessment / Evaluation:**

- Evaluation 1 60 % Reflection notes(3) – 15 %
  - Position paper (2) -10 %
  - Data paper (2) -10%
  - Bio mimic Paper (5%)
  - Term Paper (5%)
  - Class Participation: 10 %
- Evaluation Exam 40 % : End Term Exam - 40 %

**Attendance Policy:** **100 % attendance is expected. In case of any unavoidable circumstances the students is supposed to take prior permission.**

**Evaluation Details :**

**Evaluation 1 (Adding upto -60%)**

- Reflection note 1– 5 %** Note on future of work
- Reflection note 2- 5 %** Gamification and its impact on organizations
- Reflection note 3- 5 %** : Decent jobs and extreme jobs ,what the world needs to do about them.
- Position paper 1- 5 %** Artificial intelligence and its impact on workplace.
- Position paper 2- 5%** Global Work force and Robotics (where are we moving)
- Data paper 1- 5 %** : Extracting big data using software and writing on its relevance and method
- Data paper 2- 5 %** ” Using any community of practice and making its heat map using Node XI or Gephi
- Biomimic paper: 5 %** Identify a biomimic theme click the pictures and explain the impact of the same.
- Class participation: 10%:** This will be based on your class participations, contribution in case discussions. Class participation is not dependent on your attendance it has no

correlation with your physical presence in the class. It is purely dependent on your significant contribution in class. Irrelevant class participation leads to reduction in marks as well.

j. **Term Paper :10 %**

**Criteria For evaluation**

- 1) Originality of ideas
- 2) Cases and situations analyzed
- 3) Solutions to the concern raised by the issue.

**The term paper topic needs to be chosen by 8<sup>th</sup> Session itself.**

**Evaluation 2 End Semester Exam 40%- Open book, Case and application based.**

**Course Material:** There is no text for this course. Course pack will be provided having readings and cases which need to be discussed. The instructor will also provide additional reading material as per the topic.

**Reference Book:**

- 1) Reinventing Organizations: An Illustrated Invitation to Join the Conversation on Next-Stage Organizations by Frederic Laloux and Etienne Appert (2016)
- 2) What's the Future of Business? by Brian Solis (2013)
- 3) An Everyone Culture: Becoming a Deliberately Developmental Organization by Lisa LaskowLahey and Robert Kegan (2016)
- 4) The Surprising Power of Liberating Structures: Simple Rules to Unleash A Culture of Innovation by Henri Lipmanowicz and Keith McCandless (2014)
- 5) Exponential Organizations: Why new organizations are ten times better, faster, and cheaper than yours (and what to do about it) by Salim Ismail (2014)
- 6) Why Employees Are Always a Bad Idea by Chuck Blakeman (2014)
- 7) Team of Teams: New Rules of Engagement for a Complex World by General Stanley McChrystal (2015)
- 8) 11 Rules for Creating Value in the Social Era (2012)
- 9) Perspectives on new work: Exploring emerging conceptualizations edited by EskoKilpi (2016)

## GRADING

Min	Max	Letter Grade
0	34	F
35	39	D
40	44	D+
45	49	C-
50	54	C
55	59	C+
60	64	B-
65	69	B
70	74	B+
75	79	A-
80	84	A
85	100	A+

## Session Plan

Session	Module	Sub Modules	Activity	Readings / Cases/ Chapters
Session 1	<b>Future of work</b>	Work, How is it changing, Trends affecting work, the future of work and analysis	Discussion : Work trends from the world	Reading 1: More Than Just All Right: The Search for Meaningful Work by Loren Gary  Reading 2: Note on Jacob Morgan's Future of work Book, and ILO Report on Future of Work
Session 2	<b>Decent Job</b>	Decent job, Meaning, why companies fail to	Documentary: Andrew McAfee: Are droids taking our jobs?	Case 1: Hitting the Wall: Nike and International Labor Practices

		make decent jobs, CSR issues		Reading 1: Can Lean Manufacturing Put an End to Sweatshops? Greg Distelhorst
Session 3	<b>Decent job</b>	Future , Presence of technology in jobs, burnouts and work issues, exploitation and extreme jobs		Reading 1 : Beating Burnout Monique Valcour  Reading 2 :Transforming Today's Bad Jobs into Tomorrow's Good Jobs Sarah Kalloch; Zeynep Ton
Session 4	<b>Gamification for workplace</b>	Games and their roles,	Simulation Case discussion	Debrief Reading 1 How Gaming Is Shaping the Future of Work Katy Tynan  Is it all a game? Understanding the principles of gamification Karen Robson; Kirk Plangger; Jan H. Kietzmann; Ian McCarthy; Leyland Pitt
Session 5	<b>Gamification for organisations &amp; Strategy</b>	Analytics, changing engagement of workplace, changing human resource	Discussion of Readings and real life uses	Reading1 : Gamification Can Help People Actually Use Analytics Tools  Reading 2 :Game on: Engaging customers and employees through gamification  Case : Brainrush Jeremy Dann, Valerie Stempler
Session 6	<b>Blockchain</b>	Blockchain and its uses		An Introduction to Blockchain Yiorgos Allayannis, Aaron Fernstrom  Case : Maersk: Betting on Blockchain Rajiv Lal, Scott Johnson  Note on Blockchain and Bitcoin, 2017 David B. Yoffie, Anthony K. Woo
Session 7	<b>Artificial Intelligence</b>	Artificial intelligence, what is it, where to use it , how it is impacting us today	Movie: To be seen before the class	Case 1 :The Jobs That Artificial Intelligence Will Create H. James Wilson; Paul Daugherty; Nicola MoriniBianzino  How Harley-Davidson Used Artificial Intelligence to Increase New York Sales Leads by 2,930%  From Intuition to Algorithm: Leveraging Machine Intelligence Howard Yu
Session 8	<b>Artificial Intelligence in Business</b>	Ethical concerns, humans vs machines Coexistence, Concerns over AI	Ted talk & Discussion: What happens when our computers get smarter than we are	Case 1: GROW: Using Artificial Intelligence to Screen Human Intelligence Ethan S. Bernstein; Paul D. McKinnon; Paul Yarabe  Reading: What Do People - Not Techies, Not Companies - Think About Artificial Intelligence? Leslie Gaines-Ross

Session 9	<b>Robotics/ Automation of Processes</b>	Robots at workplaces, dilemmas, substitution and automation, Organizational adaptations	<b>Movie as material will be used</b>	Reading 1 : When Your Boss Wears Metal Pants Walter Frick  Reading 2 How Companies Are Benefiting from "Lite" Artificial Intelligence Seth Earley
Session 10	<b>Robotics/ Automation of Processes</b>	Future jobs, Robots and the ethical dilemma, limitations	<b>Discussion: Andrew McAfee: What will future jobs look like?</b>	Reading 1: More Robots Won't Mean Fewer Jobs Rodney Brooks  Reading 2 :What Artificial Intelligence Can and Can't Do Right Now Andrew Ng
Session 11	<b>Global Workforce</b>	Changing roles of workforce, movement of workers, cultural and adjustment issues	Activity : Understanding the workplace	Case 1:Cane Mutiny: Managing a Graying Workforce Cornelia Geissler; Norbert Herrmann; Eileen A. Kamerick; Dietmar Martina; Barbara D. Bovbjerg  Reading : Design an HR Architecture for the Differentiated Workforce Brian E. Becker; Mark A. Huselid; Richard W. Beatty
Session 12	<b>Live Data - Beyond the Hype</b>		Live Data simulation	
Session 13	<b>Big data and Mechanisms to look at it</b>	Big Data and using it for Decisions	Strategy Simulation: The Negotiator's Dilemma By Michael A. Wheeler	Reading: Did you know?: 25 facts about big data An Introductory Note on Big Data and Data Analytics for Accountants and Auditors Adrian Gepp, Molly Parker
Session 14	<b>Big Data : Characteristics</b>	Characteristics of Big Data - The Four V's, Understanding Big Data with Examples	Activity : Google Analytics and Submitting an Analysis	Case 1 : <u>Luminar: Leveraging Big Data Using Corporate Entrepreneurship</u> Simon Parker; Chandra Sekhar Ramasastry
Session 15	<b>Leveraging big data and its implication on organizations</b>	Big Data and its impact on firms, future with big data	Guest Session	Reading 1 :Big Data: The Management Revolution  Case 1: <u>Volkswagen Group: Driving Big Business With Big Data</u> Ning Su; Naqaash Pirani
Session 16	<b>Big Data extraction and use</b>	Cloud and Big Data	Discussing Big data and also Big data output for managers using Hadoop	Case: <u>Addressing Barriers to Big Data</u> Abdulkhaliq Alharthi; Vlad Krotov; Michael Bowman
Session 17	<b>People Analytics</b>	Analytics roles , Defining people Analytics , Typical problems		Case : Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (A)
Session 18	<b>People Analytics : What does analytics do</b>	Data Sets, People Analytics in Human Resource	Data sets to be worked upon, Creation of data patterns and analyzing them	Lab session
Session 19	<b>People Analytics : Networks</b>	Collaboration Networks, Mappi		Case: Coinmen Consultants LLP: Adopting a Technology-Based Learning Culture

		ng Collaboration Network, Evaluating Collaboration Networks		Pranati Aggarwal; Jyotsna Bhatnagar
Session 20	<b>People Analytics : Work on Data set</b>	Collaborations networks in organisations	Experiences from X culture and VBP project teams from India	Reading : How Successful Virtual Teams Collaborate
Session 21	<b>Biomimics</b>	Biomimicry What is Biomimicry?	Bio mimic Idea Generation and Presentation	Reading 1: Your Innovation Team Shouldn't Run Like a Well-Oiled Machine Ron Ashkenas Markus Spiegel
Session 22	<b>Biomimics</b>	What is a System? A Biomimicry Approach to Change	Bio Mimic Description	Reading :The Biology of Corporate Survival Martin Reeves; Simon Levin; Daichi Ueda
Session 23	<b>Network Theory</b>	What are networks, network and public domain, network impact	Movie : We live in public	<b>Reading : Note on Network theory</b>
Session 24	<b>Network theory</b>	Network based firms, branding, analytics, networks and organization processes	<b>Case: Bluefin Labs: The Acquisition by Twitter John Deighton; Leora Kornfeld</b>	<b>Reading :Network Theory: A Key to Unraveling How Nature Works</b>
Session 25	<b>Network theory</b>	Node XL, Gephi, network diagrams,	What is node XL and Gephi, Emotions and Interactions from Fictional Themes to show the effect	
Session 26	<b>Social network Analysis</b>	Social network impact, ethics of social network	Data Analysis using Node XL  Movie :Terms And Conditions May Apply	Case : Customer Loyalty through social networks: Lessons from Zara on Facebook Ana Margarida Gamboa; Helena Martins Goncalves
Session 27	<b>Social network Analysis</b>	Network data, network sets network formations and structural holes	Use Node XL/Gephi to analyse the data of One community of practise	Reading : Using Social Network Analysis to Improve Communities of Practice Rob Cross; Tim Laseter; Andrew Parker; Guillermo Velasquez
Session 28	<b>Cross Border Migration</b>	Dreamers case, cross border migrations, understanding migration and its impact on human resources	<b>Movie: Beyond Borders: The Debate Over Human Migration</b>	<b>Reading: Refugees Need Jobs. Entrepreneurship Can Help.</b> Steven R. Koltai

Session 29	<b>Sharing Economy</b>	Shared economy, what does it means for tomorrow, organizations capitalizing on them.  Guest Session	Uber and the Ethics of Sharing: Exploring the Societal Promises and Responsibilities of the Sharing Economy Craig N Smith; Erin McCormick	Reading: Adapting to the Sharing Economy Kurt Matzler, Viktoria Veider, Wolfgang Kathan
Session 30	<b>Organisations in Sharing Economy</b>	Organizations capitalizing on sharing economy, implications on countries	Discussion: 1) Taxi services and airlines having new code of conduct ,  2)Work for culture not organisation	Reading: Connected Consumption : A Sharing Economy Emergesdrag item Emilie Dubois; Juliet Schor; Lindsey Carfagna  Reading : The Sharing Economy Isn't About Sharing at All