Welcome. I am Prof. Jeffrey S. Zax. This is Economics 4606, Introduction to Human Resources. The purpose of this course is to explore the relationships between human resources, employee relations and company economic success, both from practical and theoretical points of view. The course is built around computer simulations and case studies regarding these relationships.

I will deliver lectures in this class on Mondays, Wednesdays and Fridays at 1:00-1:50 p.m. throughout the semester. I will hold regular office hours on Mondays and Wednesdays between 2:00 and 3:00 p.m. in my office, Economics 111. I can make appointments for other times, if these are inconvenient.

The readings for this course fall in several categories:

1. Photocopies of The Competitive Edge, by Casey Ichniowski and Anne Preston, may be purchased at the UMC bookstore. This book will serve as both a text throughout the semester, and as the manual for the computer simulation modules.

2. Photocopies of the cases may be purchased at the UMC bookstore.

3. Journal articles are in the Periodical Room of Norlin Library.

4. All other readings are available at the reserve desk of Norlin Library, under Economics 4606.

The following pages describe the details of this course. The "Tentative schedule and syllabus" describes the schedule for the semester. The "Summary of assignments" lists all assignments, their due dates and the number of points allotted to each. The "Summary of readings" lists all required readings.
Tentative schedule and syllabus:

I. Introduction 8/28

II. Conventional static analysis of labor markets 8/30, 9/4, 9/6, 9/9, 9/11, 9/13


III. the problems of human resource management 9/16, 9/18


IV. The stages of employment
A. recruitment and hiring 9/20, 9/23, 9/25, 9/27

Module 1 -- group exercise in computer lecture room, location to be announced

Module 2 -- hand in results 9/23

Module 4 -- hand in results and three page written analysis 9/27

The Competitive Edge, chapters 1, 2.

B. evaluation 9/30, 10/2, 10/4

Module 5 -- hand in results 10/4

The Competitive Edge, chapter 3.


C. compensation and motivation 10/7, 10/9, 10/11, 10/14, 10/16, 10/18

Merck case --
1. part A discussion 10/7
2. part B discussion 10/11
3. part C discussion 10/16
4. hand in five page written analysis 10/21
module 6 -- hand in results 10/14
The Competitive Edge, chapter 4.

D. promotion 10/21

E. turnover 10/23

V. Midterm examination 10/25

VI. Managing the workforce

A. Workplace organization 10/28, 10/30


B. job analysis and design 11/1, 11/4

Expense Tracking case --
1. discussion 11/1
2. hand in three page written analysis 11/6

C. participation/control/authority 11/6, 11/8, 11/11, 11/13, 11/15

NUMMI case -- discussion 11/11
Gulflands case --
1. discussion 11/15
2. hand in three page written analysis 11/18


D. commitment 11/18, 11/20

IBM case -- discussion 11/20

E. discrimination 11/22, 11/25, 11/27


F. unionization 12/2, 12/4, 12/6, 12/9, 12/11

Module 7 -- hand in results and three page written analysis 12/9
The Competitive Edge, chapter 5.


VII. Final examination to be announced
People's Express case -- 7 page written analysis to form half of final grade
Summary of assignments:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Date</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>1. Lynn Pump case -- discussion</td>
<td>9/16</td>
<td>5</td>
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<tr>
<td>2. Module 2 -- hand in results</td>
<td>9/23</td>
<td>10</td>
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<tr>
<td>3. Module 4 -- hand in results and three page analysis</td>
<td>9/27</td>
<td>10+15</td>
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<tr>
<td>4. Module 5 -- hand in results</td>
<td>10/4</td>
<td>10</td>
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<tr>
<td>5. Merck case -- part A discussion</td>
<td>10/7</td>
<td>5</td>
</tr>
<tr>
<td>6. Merck case -- part B discussion</td>
<td>10/11</td>
<td>5</td>
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<tr>
<td>7. Module 6 -- hand in results</td>
<td>10/14</td>
<td>10</td>
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<tr>
<td>8. Merck case -- part C discussion</td>
<td>10/16</td>
<td>5</td>
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<tr>
<td>9. Merck case -- hand in three page analysis</td>
<td>10/21</td>
<td>25</td>
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<td>10. Midterm examination</td>
<td>10/25</td>
<td>50</td>
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<tr>
<td>11. Expense Tracking case -- discussion</td>
<td>11/1</td>
<td>5</td>
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<tr>
<td>12. Expense Tracking case -- hand in three page analysis</td>
<td>11/6</td>
<td>25</td>
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<tr>
<td>13. NUMMI case discussion</td>
<td>11/11</td>
<td>5</td>
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<tr>
<td>15. Gulflands case -- hand in three page analysis</td>
<td>11/18</td>
<td>25</td>
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<tr>
<td>16. IBM case -- discussion</td>
<td>11/20</td>
<td>5</td>
</tr>
<tr>
<td>17. Module 7 -- hand in results and three page analysis</td>
<td>12/9</td>
<td>10+15</td>
</tr>
<tr>
<td>18. Final examination -- Seven page analysis of People Express case constitutes one-half of final examination.</td>
<td>12/9</td>
<td>180</td>
</tr>
</tbody>
</table>

Total points 425

Case discussions only: 1, 5, 6, 8, 11, 13, 14, 16. Five points will be awarded for each discussion according to the quality of the contributions.

Module results only: 2, 4, 7. Class will be ranked in deciles by profits for each module. Points for each module will be equal to the decile of profit rank.

Module results and written analysis: 3, 17. For each module, ten points will be awarded according to decile of profit rank. For each, fifteen points will be awarded according to the quality of the analysis.

Written case analysis: 9, 12, 15. Twenty-five points will be awarded to each according to the quality of the analysis.
Summary of readings:

The Competitive Edge, by Casey Ichniowski and Anne Preston.


Lynn Pump case
Merck case
Expense Tracking case
NUMMI case
Gulflands case
IBM case
People Express case