Welcome. I am Prof. Jeffrey S. Zax. This is Economics 4999, The Economics of Human Resource Management. This class will meet on Tuesdays and Thursdays from 9:30 a.m. until 10:45 a.m. throughout the semester in Economics 5. I will hold regular office hours between 2:00 P.M. and 3:00 p.m. on Tuesdays and Thursdays in my office, Economics 111. Appointments can be made for meetings at other times, if these are inconvenient.

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. 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 4999.

The details of this course are as follows: The "Tentative schedule and syllabus" describes the schedule for the semester. The actual schedule may vary depending on class progress. Some additional readings may be assigned as well.

The "Summary of assignments" lists all assignments, their due dates and the number of points allotted to each. The assignments provide a total of 600 points. Final grades will be assigned on the basis of the comparison between the number of points achieved and the score that would be achieved by a diligent student of the subject.
Tentative schedule and syllabus:

I. Introduction - 1/14

II. Conventional static analysis of labor markets

A. Dates
   1. 1/14 - lecture
   2. 1/19 - lecture
   3. 1/21 - lecture
   4. 1/26 - lecture
   5. 1/28 - lecture


III. The problems of human resource management

A. Dates
   1. 1/28 - lecture
   2. 2/2 - Lynn Pump case discussion


IV. The stages of employment

A. Recruitment and hiring
   1. Dates
      a. 2/4
         i. group exercise in computer lecture room, location to be announced
         ii. hand in 3 page analysis of Lynn Pump case
      b. 2/9
         i. lecture
         ii. hand in results from Module 2

   2. reading - The Competitive Edge, chapters 1, 2.
B. evaluation

1. 2/11
   a. lecture
   b. hand in results from Module 4

2. reading - The Competitive Edge, chapter 3.

C. compensation and motivation

1. Dates
   a. 2/16
      i. Merck case part A discussion
      ii. hand in results for Module 5
   b. 2/18 lecture
   c. 2/23 Merck case parts A and B discussion
   d. 2/25
      i. lecture
      ii. hand in 5 page analysis for Merck case
   e. 3/2 Mary Kay Cosmetics case Discussion and video

2. reading - The Competitive Edge, chapter 4.

D. training

1. 3/4
   a. lecture
   b. hand in 3 page analysis for Mary Kay Cosmetics case

2. reading - to be announced.

E. promotion

1. 3/9 - lecture
2. reading - to be announced.

F. turnover

1. 3/11 - lecture
2. reading - to be announced.

V. Managing the workforce

A. workplace organization - 3/16 - lecture

B. job analysis and design - 3/18 - Expense Tracking case

C. participation/control/authority
1. dates
   a. 3/30
      i. lecture
      ii. hand in 3 page analysis of Expense Tracking case
   b. 4/1 - NUMMI case
   c. 4/6
      i. lecture
      ii. hand in 3 page analysis of NUMMI case
   d. 4/8
      i. Gulflands case

2. readings
   b. Landes, David, "What do bosses really do?", citation to be completed later.

D. commitment - 4/13
   1. IBM case
   2. hand in 3 page analysis of Gulflands case

E. discrimination

1. dates
   a. 4/15
      i. lecture
      ii. hand in 3 page analysis of IBM case
   b. 4/20 - case to be announced
   c. 4/22
      i. lecture
      ii. hand in 3 page analysis of discrimination case


F. unionization

1. dates
   a. 4/27
      i. lecture
      ii. hand in results from Module 7
   b. 4/29 - case to be announced
2. readings

   a. The Competitive Edge, chapter 5.


VII. Final examination

   A. date - to be announced

   B. take-home component - 7 page written analysis of the People's Express Case, half of grade on final examination

Summary of assignments:

Cases:

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<th>Title</th>
<th>discussion</th>
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<td>1. Lynn Pump</td>
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<td>3. Mary Kay Cosmetics</td>
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<td>4. Expense Tracking</td>
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Modules:

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Total points 600