Welcome. I am Prof. Jeffrey S. Zax. This is Economics 4999, The Economics of Human Resource Management. This class will meet on Mondays, Wednesdays and Fridays from 12:00 noon until 12:50 p.m. throughout the semester in Economics 16. I will hold regular office hours between 11:00 a.m. and 12:00 noon on Mondays and Wednesdays 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 case studies regarding these relationships. The readings for this course fall in several categories:

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

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

3. The book by Ehrenberg and Smith, the chapter by Freeman and Medoff and the chapter by Williamson 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 and assignments may be announced later, as well.

The "Tentative summary of assignments" lists all assignments, their due dates and the number of points allotted to each. The assignments provide a total of 480 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. 8/25 - Introduction

II. Conventional static analysis of labor markets
   A. Dates
      1. 8/27 - lecture
      2. 8/30 - lecture
      3. 9/1 - lecture
      4. 9/3 - lecture
      5. 9/8 - lecture
      6. 9/10 - lecture
      7. 9/13 - lecture
   

III. The problems of human resource management
   A. Dates
      1. 9/15 - Lynn Pump case discussion
      2. 9/17 - Lynn Pump case discussion


IV. The stages of employment
   A. Recruitment and hiring
      1. 9/17 - lecture
      2. 9/20
         a. lecture
         b. Hand in 3 page analysis of Lynn Pump case

   B. Evaluation
      1. 9/22 - lecture
      2. 9/24 - lecture
C. compensation and motivation

1. Dates
   a. 9/24 - lecture
   b. 9/27
      i. lecture
      ii. Merck case part A discussion
   c. 9/29 - Merck case parts A and B discussion
   d. 10/1
      i. lecture
      ii. hand in 3 page analysis for Merck case
   e. 10/4 - lecture
   f. 10/6 - Mary Kay Cosmetics case discussion and video
   g. 10/8 - Mary Kay Cosmetics case discussion and video

2. reading

D. training

1. 10/8 - lecture
2. 10/11
   a. lecture
   b. hand in 3 page analysis for Mary Kay Cosmetics case

E. promotion

1. 10/13 - lecture
2. 10/15 - lecture

F. turnover

1. 10/15 - lecture
2. 10/18 - lecture

V. Managing the workforce

A. workplace organization, job analysis and design

1. dates
   a. 10/20 - Expense Tracking case
   b. 10/22
i. Expense Tracking case  
ii. lecture  
c. 10/25  
   i. hand in 3 page analysis of Expense Tracking case  
   ii. lecture  
d. 10/27 - Mutual Benefit Life case  
e. 10/29 - Mutual Benefit Life case

2. readings


B. participation/control/authority

1. dates

   a. 10/29 - lecture  
b. 11/1  
   i. hand in 3 page analysis of Mutual Benefit Life case  
   ii. NUMMI case  
c. 11/3  
   i. NUMMI case  
   ii. lecture  
d. 11/5  
   i. lecture  
   ii. hand in 3 page analysis of NUMMI case  
e. 11/8 - Gulflands case  
f. 11/10  
   i. Gulflands case  
   ii. lecture  
g. 11/12  
   i. lecture  
   ii. hand in 3 page analysis of Gulflands case

2. readings

D. commitment  
1. 11/12 - IBM case  
2. 11/15 - IBM case  

E. discrimination  
1. dates  
   a. 11/17  
      i. hand in 3 page analysis of IBM case  
      ii. lecture  
   b. 11/19  
      i. lecture  
      ii. Santa Clara County Transportation Agency case  
   c. 11/22 - Santa Clara County Transportation Agency case  
   d. 11/24  
      i. lecture  
      ii. hand in 3 page analysis of Santa Clara Transportation Agency case  
   e. 11/29 - lecture  

2. readings  

F. unionization  
1. dates  
   a. 11/29 - lecture  
   b. 12/1 - lecture  
   c. 12/3 - Toshiba Consumer Products case  
   d. 12/6  
      i. Toshiba Consumer Products case  
      ii. lecture  
   e. 12/8  
      i. hand in 3 page analysis of Toshiba Consumer Products case  
      ii. lecture  

2. reading  

   - 5 -

VII. Final examination

A. Date - 12/13, 9:00a.m.-10:30a.m.
B. Assignment

1. Take-home component - 7 page written analysis of the People's Express Case examination, due at final examination
2. In-class component - essay examination concentrating on material in readings and lectures

Summary of assignments:

<table>
<thead>
<tr>
<th>Title</th>
<th>Discussion Date</th>
<th>Paper Length</th>
<th>Paper Date</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>1. Lynn Pump case</td>
<td>9/15,9/17</td>
<td>3</td>
<td>9/20</td>
<td>30</td>
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<tr>
<td>2. Merck case</td>
<td>9/27,9/29</td>
<td>3</td>
<td>10/1</td>
<td>30</td>
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<tr>
<td>3. Mary Kay Cosmetics case</td>
<td>10/6,10/8</td>
<td>3</td>
<td>10/11</td>
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<tr>
<td>4. Expense Tracking case</td>
<td>10/20,10/22</td>
<td>3</td>
<td>10/25</td>
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<tr>
<td>5. Mutual Benefit Life case</td>
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<td>3</td>
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<tr>
<td>6. NUMMI case</td>
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<tr>
<td>7. Gulflands case</td>
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<tr>
<td>8. IBM case</td>
<td>11/12,11/15</td>
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<td>11/17</td>
<td>30</td>
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<tr>
<td>9. Santa Clara County Transportation Agency case</td>
<td>11/19,11/22</td>
<td>3</td>
<td>11/24</td>
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<tr>
<td>10. Toshiba Consumer Products case</td>
<td>12/3,12/6</td>
<td>3</td>
<td>12/8</td>
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<td>11. Peoples Express</td>
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<td>7</td>
<td>12/13</td>
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<tr>
<td>12. Final examination</td>
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<td>12/13</td>
<td>90</td>
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Total points 480