

**DEPARTMENT OF MANAGEMENT AND HUMAN RESOURCES
COLLEGE OF BUSINESS ADMINISTRATION
OHIO STATE UNIVERSITY**

SYLLABUS

**BUS MHR 4320 HRM and a Market Economy
Fall 2016**

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Text	(ADS) <i>Unlevel Playing Fields</i> . Randy Albelda, Robert Drago, and Steven Shulman. 4 th . Edition. Economic Affairs Bureau Inc

A number of articles on Carmen

COURSE OBJECTIVES AND OVERVIEW:

The overall objective of this course is to introduce students to traditional topics in labor market analysis as they influence decision making by the human resource manager and the public policy maker. The course uses various theoretical models to highlight how these decisions are reached. Whatever your occupational choice, geographical location, or political predisposition all free people need to understand three important aspects of the nation's labor market. In particular:

- The central role of labor in a productive economy and a free society.
- To understand labor market institutions and government regulation.
- An appreciation for the impact of these institutions.

After completing this course you will be better able to make decisions as a worker, a business leader, and a citizen with respect to labor markets and the institutions- including culture, history, and *a priori* rules- that govern their effective operation.

COURSE PEDAGOGY:

Learning will be accomplished primarily through class discussion. We will meet as entire group only for the first week and a half of the term where I will lecture on the basics of labor markets. But beginning with the second full week the class will be divided a Monday group and a Wednesday group and students will come to class only once each week. Learning will be accomplished through a seminar format where I will lead a discussion over the day's readings. You must read and ponder the assigned readings before each class and be prepared to answer

questions on their content since your course grade will be heavily dependent on performance in class, see below.

COURSE LEARNING OBJECTIVES

- Understand the distribution of income and wealth in the US.
- To appreciate the role of labor markets in the distribution of wealth and income.
- To understand the reasons behind wage differentials.
- Evaluate competing theories of the functions of labor markets.
- To understand neoclassical theory of labor market operations.
- To understand a political economy theory of labor markets.
- Critique labor demand and its underlying assumptions.
- Critique labor supply and its underlying assumptions.
- Define the equilibrium pattern of employment and wages.
- Appreciate the role of exploitation, domination, and exclusion in labor market outcomes.
- Appreciate the sources and resolution of labor market discrimination.
- Evaluate Human Capital and Compensating Wage Differentials.
- Appreciate the experience of “Work” and its influence on HRM
- Understand the nature of employee physical movement, migration, and immigration
- The role of labor unions and collective bargaining.
- The impact of labor unions on the economy and the individual.
- The causes of unemployment and policies to combat it.
- The role of economic theory in human resource management.
- The central role of labor in a productive economy and a free society.
- To understand labor market institutions and government regulation.
- An appreciation for the impact of these institutions.

COURSE SCHEDULE TOPICS

August 25	Introduction
September 1	Introduction
September 8	Neo Classical Model
September 15	Neo Classical Wages 1
September 22	Neo Classical Wages 2
September 29	Neo Classical Discrimination
October 6	Political Economy Model
October 13	Fall Break
October 20	Political Economy Wages
October 27	Discrimination
November 3	Work
November 10	Organized Labor
November 17	Public Policy
November 24	Thanksgiving Break
December 1	Income Inequality and Business

COURSE SCHEDULE TOPICS AND READINGS

August 25 and September 1: Introduction to Labor Markets

Readings

ADS Chapter 1 and 2

Ehrenberg Chapter 1 Introduction

Kaufman The Institutional and Neoclassical Schools in Labor Economics

Prasch: How is Labor Distinct From Broccoli?

READ MY SYLLABUS

Topics

What is Labor Economics?

- Objectives and Goals
- Processes

Economic Influences on HRM

- Human Resource Practices
 - Internal labor markets
 - Job ladders
 - Compensation
 - Decision Rights
 - Performance Management
- ▣ Government Regulations
 - Protective labor laws
 - Licensing regulations
 - Entitlements
- ▣ Union Contracts
 - Hiring halls
 - Seniority
 - Collective Bargaining

The Unique Characteristics of the Labor Market

Economic Systems

- What to produce
- How to produce
- How to distribute

Economic Theory

- Neoclassical Theory, “Utopian Economics”
- Marxism
- Institutional Economics

Economic Research and Several Cautions

The American Labor Market Today

- Wage Distribution
- Wealth Distribution
- Employment Growth
- Unemployment
- Distribution of Jobs and Occupations
- Discrimination

What is Ahead

Discussion Questions

- Why are there inequalities in income and wealth distribution?
- Consider the role of the labor market. What are its most important duties and why?
- How does the labor market impact the role of the Human Resource manager in a free society?
- What additional outcomes and process do you think appropriate for the labor market?
- What challenges may labor market forces present the human resource manager in the future?

For Fun

The Art and Science of Economics
Some Tools of Economic Analysis

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September 8: Neo-classical Economics

Readings

ADS Chapter 3
Smith The Wealth of Nations

Topics

Assumptions of a Capitalist Model

- Many buyers and sellers
- Homogeneity of markets
- Perfect Information
- Low transaction costs
- Individual rational utility maximizers

The Basic Model

- Law of Demand
- Determinates of Demand
- Law of Supply
- Determinates of Supply
- Equilibrium

Efficiency VS Equity

Laissez Faire

Market Failures

Division of Labor and Comparative Advantage

Applying the basic model to

- The Family
- Crime
- Education

Impact on the Human Resource Manager

Public Policy

Discussion Questions

Chapter 3

- Evaluate the usefulness of the assumptions that underlie the Neoclassical economics, how realistic are they?
- What are the opportunity costs of having children, how do these vary across demographic groups and how might they impact attachment to the labor market. Coupled with Becker's ideas below how might this inspire you as an HR manager?

- Keeping in mind the idea of opportunity costs and utility maximization discuss an episode of a recent decision on your part which was rational and another that may have been “irrational.”
- How does the Neoclassical economist feel about a government program such as WIC?
- What’s different about the market medical services as opposed to the markets for new cars?

Smith

- What does Smith mean by the Division of Labor
- How does the division of labor increase output
- What does the division of labor mean for the human resource manager.
- How does it relate to world trade
- What is the role of capital in production
- What assumptions underlie this model
- What might be some good and evils of capitalism

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September 15: Work and Wage Setting as Seen by Neo-Classical Economics Part One

Readings

ADS Chapter 4

Becker: The Economic Way of Looking at Life (Not the appendix)

Topics

The Basic Model of Neo-classical markets

- Labor demand and Marginal Revenue Product
- Labor supply and the Labor/leisure tradeoff
- Equilibrium and changes in price.

Human Capital

Household Production and expanding the model

Why are there wage differences?

- Discrimination or fair treatment
- Rate of time preference, low are future oriented
- Firm VS general human capital
- Compensating Wage Differential and Hedonic Wage
- Inheritance

Unemployment

- Types of Unemployment
 - Frictional
 - Structural
 - Cyclical
- Unemployment and Wages

The Keynesian Challenge

Unequal wages and fairness

The changing environment of HR

Using the market to keep employees

Impact on the Human Resource Manager

Public Policy

Discussion Questions

Chapter 4

- According to Neo-classical economists why are wage differences between people not discriminatory? True or False?
- Why is the fact the demand for labor is derived of significant to the business enterprise?. Why does it influence national political considerations?
- Consider the link between units of labor employed and productivity and its implications for management.
- If labor is nothing more than the result of a derived demand can it, labor, be important in and of itself? And if so what are the implications for human resource manager ? Are there examples where labor is desired despite not being the result of a derived demand?
- How do you decide whether to participate in the labor force and how, if at all, do opportunity costs influence your decision?
- How much extra money is enough for you and at what point do you start to enjoy life and why do some believe men violate the law of supply? What are the implications for a human resource manager?
- Consider the following, “Gary Becker and his outrageous Theory of Home Production is nothing more than an attack on American manliness.”
- What policies could the firm or the nation implement if they wanted women to lessen their specialization in home production?
- When families move to a new location does the theory of home production give insight on the division of labor within the home?
- Identify jobs where specific and general human capital skills are important and how might these be paid for?
- What job characteristics might force an HR manager to increase an employee’s financial compensation?
- According to some NC economists why should garbage persons not be paid extra money for doing such a dirty job?
- Consider someone you know who has been unemployed for a period of time, why might this be and how can the individual, the company, or society deal with it?
- Is unemployment a problem and if so what policies are appropriate for attacking the problem of unemployment?

Becker

- Becker shifted the focus for the Neo-classical economists from thinking about markets to thinking about economic behavior and applying it to various aspects of life. Consider his approach to decision making. What strengths do you see with his scheme applied to the family, discrimination, or crime?
- How would Becker’s insights help you in your role as decision maker
 - An individual confronted by a labor market.
 - An HRM manager for a company that hires high tech people and one that works in the fast food industry.
 - Making decisions about for whom to vote in November.

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September 22: Work and Wage Setting as Seen by Neo-Classical Economics Part Two

ADS Chapter 4

CASE: The Cane Mutiny

CASE: Cappelli: A Market Driven Approach to Retention

CASE Cane Mutiny

- Consider the shifts in the labor force participation patterns in Germany and their impact on the supply of labor for Medigonsits.
- Consider the pros and cons of Germany’s “Part Time Statute for the Elderly” as a tactic to manipulate the labor supply.

- How would you address the discontent exhibited by the older workers/
- The company is having difficulty balancing its personnel needs with costs and different ages. How do the opportunity costs vary across younger and older workers and how can the company address retention for both groups given budget constraints?
- What should the company do with respect to the nursery and the dissatisfaction with older workers?

CASE: Cappelli A Market Driven Approach to Retention

- Consider the change in the labor market in terms of the firm's demand for labor. How does the need to recruit and "poach" employees modify the basic model of labor demand? So then is the basic model beneficial?
- Describe the author's basic point with respect to employee retention as compared to the traditional HRM model. Which is closer to the views of neo-classical economists and why.
- How do you evaluate this strategy?
- Can you have commitment without loyalty?

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September 29: Discrimination According to Neo-classical Economics

Readings

ADS Chapter 5

CASE The Mismanaged Ms.

Topics

What is Discrimination?

Impact of discrimination

- Lower Wages
- Unemployment
- Crowding

Models based on prejudice

- Consumer
- Employer
- Employee

Statistical Discrimination

- Transaction Costs and Group Ascriptions
- Statistical Discrimination and Prejudice

Do Markets Eliminate Discrimination?

Measuring Wage Discrimination

Why Does Discrimination Persist?

Pre-market discrimination

Culture

Impact on the Human Resource Manager

Public Policy

Discussion Questions

Chapter 5

- Consider the strengths and weaknesses of the neoclassical approach to discrimination in the labor market.
- When is discrimination against employees based on productivity appropriate, when not?
- What are the outcomes of discrimination?
- Who benefits and who is injured from statistical discrimination?

- What do you believe is the chief cause of discrimination in American business today and how can it be addressed?
- Have you ever been discriminated against and if so what prompted the incident. Was statistical discrimination involved?
- The idea that different people or groups of people are charged differently for a product or service is variable pricing. Consider variable pricing, is this discrimination? How about with respect to wages?
- Despite many studies showing continuing discrimination against minorities and women many whites believe they are the subject of “reverse discrimination” why?
- What are examples of how pre-market discrimination occurs and how might these be combated?
- Why does discrimination continue to exist?
- How can the HR department address questions of labor market discrimination and how can society address similar questions, or should we?

Case of the Mismanaged Ms.

- Consider the events outlined in the case, what type of discrimination, if any, occurred in this case?
- Did Ruth act appropriately; did she miss any opportunities to improve her position?
- Based on Neoclassical theory what policies would you promote to deal with these types of issues as a human resource manager?

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October 6: Radical Economics The Theory of Political Economy

Readings

ADS Chapter 6

Marx: From the *Communist Manifesto*

Chang Ch 1 There Is No Such Thing as a Free Market

Topics

What is Political Economy?

Groups, “rationality,” emotions, and values

The Four Cs

- Context
 - History and institutions
- Collective behavior
 - Groups
- Conflicting interests
- Change

Class and Exploitation

Race and Exclusion

Gender and Domination

Political Economics and the Market

Alienation and Employees

- Powerlessness
- Meaninglessness
- Isolation
- Self-estrangement

Impact on the Human Resource Manager

Public Policy

Discussion Questions

Chapter 6

- Evaluate the competing theories about behavior rooted in individual rationality as opposed to group membership.
- How might the 4 Cs of political economy influence the choices made by human resource managers?
- Are conflicts of interests part of the modern business firm and if so how can HR deal with them? And if they are not, why do we even need an HR department?
- Are there identifiable groups and counterpart groups in an organization and if so what is the location of their interaction? Is HR necessary in their exchanges?
- Consider Fig 6.1, to what extent is the HR department the cause of these observations and to what extent is it the answer?
- Consider a recent purchase, did its context have any impact and are others of your class, race or gender more likely to buy the same item?
- Have you ever been exploited at work or at home and if so why was the other party able to get away with it? Have you ever been dominated or excluded?
- Can people be exploited, dominated and excluded at the same time?
- How would a political economy person view government programs such as TANF, SSA, and Medicare?
- If you were a white male how would feel about women and minorities getting equal opportunities t as you- work, school, society, if it restricted your possible goals achievement?
- Are managers part of the working class?
- How might your behaviors be different, if at all, if the 4 Cs you matured in were rooted in another time and place, say for example the Seneca Indian Reservation in Western New York during the 1930s or the French nobility in 1789 Paris?

Marx

- What is the class struggle?
- Consider these quotes

Quote “not only are they(laborers) the slaves of the bourgeois class and the bourgeois state they are daily and hourly enslaved by the machine, by the overlooked, and above all by the individual bourgeois manufacturer himself.”

Quote “the advance of industry whose involuntary promoter is the bourgeois, replaces the isolation of the laborer due to competition with the revolutionary combination due to association.”

- Marx says “the Bourgeoisie has stripped off its halo every occupation hitherto honored,” doctor, lawyer, poet are now wage laborers. TRUE OR FALSE
- Marx says ‘the Bourgeoisie has torn away from the family its sentimental veil, and has reduced the family relation to a mere money relationship.” TRUE OR FALSE
- What does the division of labor mean for Marx
- Does this relate to Wal-mart coming to town.

Chang

- What is the common wisdom on free markets
- Why does Chang take issue with this view

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October 20: Work and Wage Setting as Seen by Political Economists

Readings

ADS Chapter 7

Champlin Wages in the Public Interest

Topics

Wage Determination

The idea of a standard of living, wages

- Job Evaluation
- Labor Theory of Value. Marxist
- PE The role of customs and institutions in wage setting.
 - Fairness
 - Custom
 - Internal labor markets
 - Unions
 - Social interactions
 - Perceptions

Role of family and government in determining wages.

- Family wage
- The structure of families over time
- Home production and family wage
- Jobs with wives
- Social wage

Business cycle, unemployment and wage determination

- NC
- Keynes

Capitalism requires unemployment

- Motivation or threats.
 - Threat of unemployment
 - Control of the job.
- Explaining Wage Differentials
- Labor market segmentation and wage differences.
 - DLM
 - The Two Americas
 - The Motherization of poverty 37% single mothers in poverty
- Tradition which leads to discrimination

Impact on the Human Resource Manager

Public Policy

Discussion Questions

Chapter 7

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- Consider "the labor theory of value" and its implications for business and public policy makers.
- Consider the role of custom and tradition on business and public policies concerning wages.
- Consider the "family wage" and also "jobs with wives" and their impact on firm and public policy. Do you have an example of a job with wife?
- Why is the "social wage" less in the United States than in Europe? Is there a government program you would be willing to forfeit if it meant lower taxes?
- Consider a job you are familiar with, how did supply and demand, custom, fairness, a living wage come in to play in setting the wage?
- What are the implications of a segmented labor market for human resource managers?

- Do you know anyone in the primary sector who lost a job in the current recession and did they find a new and comparable job in the primary sector?
- What are the implications of the ‘new labor segmentation’ for public policy makers?
- Consider someone you know who recently lost their job. Did they consider it their fault what happened to their standard of living?

Champlin

- Consider the author’s view of business prosperity and economic welfare.
- Is social prosperity the same as business prosperity, why or why not?
- Consider the minimum wage and the subsistence wage.

October 27: Discrimination According to Political Economists

Readings

ADS Chapter 8

Texaco and the Jelly Bean Diversity Fiasco

Topics

Differences between NC and PE

Groups and institutions set rules

Research

- Correspondence
- Audit

Individual discrimination

Institutional discrimination.

Grounds for discrimination

- Economic
 - Class Struggle
 - Job Competition
- Org adaptation

Dynamics of discrimination

- Discrimination in short run
- Discrimination in long run
- Perceptions
- Socialization
- Communications

What to do

- Some say end capitalism
- Most not, justice comes and goes
- University courses
- Policies to transfer power from elites
- The work and family Bill of Rights

Impact on the Human Resource Manager

Public Policy

Discussion Questions

Chapter 8

- Evaluate the basic differences between a PE and a NC view of discrimination.
- Are there examples of unintended discrimination that were resolved when brought to light?

- Evaluate the economic incentives for discrimination. Would a balanced budget amendment to the constitution be discriminatory and who might benefit and who might suffer?
- Have you experienced or seen examples of the job competitive effect on discrimination?
- Can you identify an example of organizational adaptation from your own work experience?
- When considering successful management style should men be more like women?
- Consider the factors impacting the dynamics of discrimination in the long run.
- Do males benefits from the lower wages paid to women or Blacks?
- Are people of various background pitted against one and other at work, in society?
- Can organizational adaptation useful in explaining disparate treatment of people at work?

Jelly Bean Case

- Consider the facts of the case.
- How would a neoclassical economist evaluate the case?
- How would a political economists evaluate the case?
- If you were the HR director what actions would you take?

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November 3: Work

Readings

Blauner From *Alienation and Freedom*

Hackman Job Characteristics Model

Discussion Questions

Blauner Alienation and Freedom

- Just what is this guy talking about?
- Are managers also powerless?
- Does this apply to professionals and white collar employees?
- Now that unions are declining how can workers be helped in their working lives?
- Are employees isolated from their work communities?
- Do Americans live for the future?
- Blauner says workers are both self satisfied and self estranged, that is they have monotonous jobs but they report being satisfied. Why do you think this is?
- What impact does education have on this and is the ruling class trying to intellectually impoverish workers so as to maintain control?
- Is the need for identity in work more important in our society, why or why not?
- Were people in early epochs alienated i.e. was this caused by industrialization?
- Is the American worker alienated are they simply used as things?

Hackman Job Characteristics Model

- What are the major points of the model
- Do you agree that psychological states are important for HRM
- What are the implications of the model for Blauner's work and for HRM

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November 10: Organized Labor

Readings

Smith & Hindman: How IR Informs the Teaching of Ethics in Human Resource Management

Freeman and Medoff: From *What Do Unions Do*

Hindman: Advantages of Unions for Employers

A number of songs on YouTube:

Utah Phillips “There is Power in a Union”

<http://www.youtube.com/watch?v=O93YpTYCWRk>

Natalie Merchant “Which Side are You On”

<http://www.youtube.com/watch?v=w3z2f63Njto>

Pete Seeger “Solidarity Forever”

<http://www.youtube.com/watch?v=kYiKdJoSsb8>

Harry McClintock “Big Rock Candy Mountain”

<http://www.youtube.com/watch?v=JqowmHgxVJQ>

Alistair Huelett and Jimmy Gregory “The Internationale”

<http://www.youtube.com/watch?v=PtAfIjRKUak>

Woodie Guthrie “This Land is Your Land”

<http://www.youtube.com/watch?v=XaI5IRuS2aE>

John Lennon “Working Class Hero”

<http://www.youtube.com/watch?v=njG7p6CSbCU>

Tom Morello “Road I Must Travel”

<http://www.youtube.com/watch?v=yrBfPLUm5so>

Topics

Themes from songs

Why do workers want unions

Business unionism

Job conscious VS Class conscious

Conflict of interests; wages vs. profits.

What do Unions want

What do Unions do

- The Two Faces of Unions
- Impact on Financials
- Impact on Worker
- Impact on Society
- Supply and Demand of Union Membership

Impact on the Human Resource Manager

Public Policy

Discussion Questions

- Consider the themes that run through the various songs posted on YouTube
- How would you characterize the American labor movement
- Is there a conflict of interests on the worksite
- What do unions want
- What do unions do
- How might your role as an HR manager change in the union setting
- Why do you think union membership has declined in the last twenty years
- Is there a link between organized labor and a free society
- Do managers need unions
- What should our nation’s public policy be with respect to unionization

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November 17: Public Policy to Improve Labor Market Functioning

Readings

FDR's State of the Union Address January 6, 1941

<http://www.youtube.com/watch?v=QnrZUHcpoNA&NR=1>

Birkland: Historical and Structural Context of Public Policy

Charter of Fundamental Rights of the European Union

Ewing: From Freedom Inside the Organization

Topics

What are system goals

FDR's four freedoms

Freedom from fear and want and the labor market

Competition and economic growth

Market failures and corrective mechanisms

Possible Macro level adjustments, the European example

Possible Micro level adjustments, the extension of rights to the firm

Impact on the Human Resource Managers

Public Policy

Discussion Questions

- Consider FDR's four freedoms in our current American context
- Would you add or subtract from these freedoms
- What goals would you set for socio-economic goals
- What role does the labor market play in these freedoms
- Consider the "free market" as a mechanism for achieving system goals
- How would you address "market failures" in realizing these goals
- Contrast the European experience in the labor market with that of the United States
- Consider the labor market, the firm, and individual freedoms
- What is the role of the HR manager in these contexts
- Does and HR manager need protection or legislated job security
- What about the distinction between proscriptive and prescriptive bill of rights?
- How can one be free within the modern organization
- How can these rights be enforces
- Would you add to these rights.
- Why hasn't this gained any traction

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December 1: Income, Inequality and Business

Readings

Freeman Toward an Apartheid Economy

Piketty Capital in the 21st Century

Hall and Moore From Same Kind of Different as Me

Discussion Questions

Freeman: Toward An Apartheid America

- Who is Richard Freeman
- What is apartheid and what indicators does Freeman site in his concern about the direction of America?
- How has the position of the American worker changed over recent years?
- Should we care and who is to blame?
- What could or should be done about it?

Piketty Capital

- What is the central contradiction in capitalism
- What role dose data play for the social scientist
- How might one deal with this central contradiction

Hall and Moore

- What jobs did Denver have?
- Consider the underlying assumptions of both models as they relate to Denver and his activities in the labor market.
- How does marginal revenue product relate to the plantation life and of what significance is the labor leisure trade off?
- Consider questions of efficiency and equity under both perspectives.
- Consider wage differentials on the plantation. Why does this lousy work not pay well and how does it fit with compensating wage differentials and hedonic wages?
- Apply the four Cs of political economy to Denver's
- Consider Denver's unemployed status and where would he fit in terms of labor force participation rate.
- Consider the role discrimination plays in Denver's labor market participation and wages received.
- Consider dual labor market theory and ascriptions placed on Denver.
- Consider the family wage and the social wage as it relates to Denver and his family in Louisiana.
- Consider the labor process and management control on the plantation and in the spot labor pool.
- What policies are available to individuals and society to address the issues raised in the reading?

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Conclusion Putting it All Together

Reading

Hall and Moore: From *Same Kind of Different as Me*

Topics

Same Kind of Different as Me is a true story of a Texas art dealer and his wife and their relationship with a homeless sharecropper from Louisiana. I have selected a number of chapters from the book that demonstrate the concepts studied in class this term including job search, human capital theory, Marginalism, discrimination, unemployment, HR recruiting and compensation. We will use it as a CASE study to evaluate the theories and concepts presented by both Neo-classical and Political Economy in evaluating labor market operations.

Discussion Questions

- What jobs did Denver have?

- Consider the underlying assumptions of both models as they relate to Denver and his activities in the labor market.
- How does marginal revenue product relate to the plantation life and of what significance is the labor leisure trade off?
- Consider questions of efficiency and equity under both perspectives.
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- What policies are available to individuals and society to address the issues raised in the reading?

COURSE EVALUATION

Peer Review Assignment = 50%

Class Participation = 50%

Paper One	by October 7
Paper Two	by November 4
Paper Three	by December 2

Peer Review Work

Three Reflection Papers = There will be three short reflection paper due through the term. These papers should not exceed 1000 words or about 3 double spaced pages. I want you to post them electronically on Carmen for review by your fellow students. I want you to reflect on the assigned readings or class discussions and share your thoughts.. I do not want a review of the articles, I know what they say; I want your reaction and what they mean to you. I may begin each class by asking several students to share their reflections with the class.

I want you to think, ponder, reflect, and create in these papers and so this is not something you do just by sitting down and picking up a pen. Most great minds agree that there are two fundamental principles for the creation of new ideas:

- *The need to suspend judgment so that new ideas can be generated.*
- *Creativity improves with the generation of as many new ideas as possible, that is, the quantity of many ideas will result in the quality of some idea.*

The following may be helpful in stimulating your creative juices. You may address one or all of the following, or something else:

- *What surprised you and why?*
- *How have the readings force you to reexamine your views?*
- *How might the readings improve your role as a decision maker?*
- *What connections exist that were hidden from you prior to reading?*
- *What scares or upsets you, why?*
- *What questions do they raise that requires further inquiry?*
- *What is bogus about the views expressed in the readings and why?*

In addition you may be stimulated by:

- *Are the names given concepts involved appropriate, should they be changed?*
- *Does the material lead to new or different concepts?*
- *Are there new possible causes or implications of concepts discussed?*
- *Does the discussion lead to possible new hypothesis or relationships?*
- *Are there new ways to measure or quantify concepts discussed?*
- *Is there a possible different or novel way of thinking about the relationships posited or the causes of these relationships?*
- *Are there influences that may explain the concepts discussed that are not offered?*
- *Are there alternative reasons for a consequence?*
- *Can paradoxical explanations for a concept or result be explained?*

Over the years a number of folks have suggested techniques for thinking in a new way. These include:

- *List and evaluate the attributes of a situation with an eye toward adding or extending these attributes.*
- *Force various attributes or relationships into a marriage and evaluate any possible effect on outcomes of their interaction.*
- *Generate new ideas by identifying the separate attributes characteristic of two disparate dimensions of a problem then construct a grid of these attributes to stimulate thought on the separate combination of attributes.*
- *Brainstorm with your friends about new ideas, preferably at the Varsity Club.*
- *Set a quota for yourself to generate a specific number of new ideas with respect to a concept.*
- *Be illogical and outrageous in your explanations and then consider their applicability to a problem.*
- *At random select a noun from the dictionary and then force it to apply to the situation at hand.*
- *Be provocative and posit something apparently illogical or unpopular and then evaluate its implications.*
- *Construct a "creative hit list." This is a list of problems that arise from the interaction of labor markets and human resource management as bounded by government policy and these problems are of concern to you.*
- *Visualize the situation with a picture of boxes and arrows or other representations that demonstrate observed or possible relationships.*
- *Just begin to write something and let it flow.*
- *Also keep an "Idea Book" which you can go to when things come to mind and chronicle them before you forget them. Here you have a list of things which probably would have been lost. I personally have shifted from keeping a hard copy to using my computer. I also record ideas on my MP3 player as they come to mind and then chronicle them on my hard drive.*
- *After working hard on a thought leave it and let the unconscious mind ponder it while you move on. Later an insight or inspiration may arise.*
- *"Chance favors the prepared mind." Research and fact gathering are fundamental to solid creativity.*

In any event you have a great deal of freedom with this assignment and I want you to have fun. Please post the first paper by the end of week four, the second by the end of week seven, and the final paper posted by the first day of exam week.

Review Class Posted Papers = I want you to read what your classmates have to offer and make at least five comments about what others have said on the class discussion board, 200 words or so. Five observations for the entire term.

Class Participation =

Students will be graded on their participation in class. This of course requires you come to class. Below are several thoughts on classroom participation.

- *Do comments show evidence of thoughtful reading and analysis?*

- *Is there a willingness to take intellectual risks and test new ideas, or are all comments “safe”? (Safe comments include repetition of case facts without analysis or conclusions or repeating comments that have already been made by someone else.)*
- *Are the points made relevant to the discussion? Are they linked to the comments of others and to the themes that the class is exploring together?*
- *Do the comments add to our understanding of the situation? Are they incisive? Do they cut to the core of the problem?*
- *Do comments build on the ideas of others and so add to the conversation?*
- *Is there a willingness to challenge the ideas that are being expressed?*
- *Is there a willingness to test new ideas?*
- *Does the participant integrate material from past classes or the readings where appropriate? Do the comments reflect cumulative learning over the course and the MBA curriculum, or does the participant merely consider each case in isolation?*
- *Is theoretical material applied effectively and appropriately?*
- *Is the participant willing to interact with other class members by asking questions of them and challenging conclusions?*
- *Are questions and comments motivated by a desire to learn?*

POLICIES

- Integrity - Students are encouraged to consult freely with the instructor, fellow students and friends and relatives. But all examinations and papers are individual efforts. College policy on plagiarism will be enforced.
- Attendance -**The seminar requires class attendance. Missed classes cannot be made up. They are a missed opportunity** The only exceptions to this are missed classes due to a severe or communicable illness, being called home for a family emergency, you are in an active military status, you have a job interview, or you are dead.
- Reading Assignments - Students are expected to remain up to date on reading assignments.
- Course Schedule - Dates listed on this schedule should be considered only approximate dates. Some material will take longer and some material will take a shorter amount of time. In addition the list of topics may be adjusted to meet course needs.
- Additional topics - If there is a topic of interest to you and which is not part of the class outline please let me know and I will see if we can add it to the class.
- Classroom Courtesy – This seminar may lead to impassioned feelings. This is a good thing but I remind you that we all are charged with being respectful and courteous. A civilized person listens, reflects, interprets, and then responds. And please no texting, emailing, or surfing in class. **And remember, a gentleman never, ever, wears a hat indoors.**

PROFESSOR’S BIBLIOGRAPHICAL SKETCH

Charles G. Smith received a B.A. in History with a minor in Philosophy from John Carroll University in 1970. From 1975 to 1984 he was a claims representative for the Social Security Administration. From 1980 to 1982 he served as a national vice-president representing region nine of the National Federation of Federal Employees. In 1983 he received the Master of Arts in Industrial Relations from the University of Cincinnati and in 1989 a Ph.D. in Labor and Human Resources from the Ohio State University. Beginning in the fall 2000 he was appointed Chair of the Department of Business, Accounting, and Economics at Otterbein College and served in this position until the fall 2006. In addition he teaches graduate and undergraduate courses in labor economics for the College of Business at Ohio State University. Current research topics include, dispute resolution, cross cultural moral development and business leadership, labor-management cooperation and the transformation of business systems from planned to non planned economies. Mr. Smith is published in top Industrial Relations/Human Resource Journals including the Journal of Labor Research, Canadian Journal of Administrative Science, Journal of Business Ethics, Journal of Collective Negotiations in the Public Sector, Public Personnel Management, European Business Review, International Journal of Public Administration and The Southern Business Review. His most recent article was

published in The Baltic Journal of Management in 2009. During the spring of 2004, summer 2005, and summer 2009 Mr. Smith taught at the University of Latvia as a Fulbright Scholar and in the fall 2007 and summer 2009 he was a visiting professor at the Budapest University of Technology and Economics and in spring 2016 he was a Fulbright Scholar at the University of Pula in Croatia.