**Feb 5 Discussion answers**

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| New! [Steers et al 2004 Summary](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread%22%20%5Co%20%22%20Steers%20et%20al%202004%20Summary)[Danielle Edwards](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 1, 2020 12:06 PM) - Read by: 8https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3211762&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=fb8f03dd-41ef-4c9b-ac2d-dea2ee63f978)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Steers et al focus on the future of management theory in this article. They first begin with a brief summation of management theory up until present day (2004). Motivation theory dates back as far as ancient Greece, however modern theories formed in the nineteenth century as scientists began challenging the concept of hedonism in favor of a more empirical explanation. Theories such as instinct theories (ex. James, Freud and McDougall), drive theories (ex. Thorndike, Woodworth, and Hull), and the law of effect began to arise (Thorndike). Skinner built on these theories with reinforcement theory. However there was a disconnect between psychologists and managers of this time period. Psychologists were focused on drives and instincts but managers were focused on principles such as scientific management theory (Taylor). After this time period theories focused on contentedness and needs (ex. Maslow). Next came theories about the effect the nature of work has on motivation (ex. Herzberg and Hackman & Oldham).  Following this is what Steers et al refer to as "The Golden Age of Work Motivation Theories" where research became more humanistic and focuses on cognitive processes. Steers et al then discuss recent developments in work motivation. They note a steep drop in the number of articles published on work motivation theory in the 1990s. Articles that add minimally to existing theories were published during this time period but nothing that drastically changed the way we think about work motivation. They note that the face of work has changed significantly since the most prevalent theories were developed (the 1960s and 1970s) but the research has not kept pace. Finally, Steer et al make suggests about future progress in work motivation research. The Academy of Management Review Journal published a request in 2001 for predictions of the future research and six papers arose of note. 1. Locke and Latham: metatheories to guide research for more useful theories in practice. 2.  Fried and Haynes Slowik: argues that time needs to be considered as a variable3. Seo et al: views work motivation from both a psychological and neurobiological standpoint4. Kanfer and Ackerman: analyze the effects of aging on workplace motivation. 5. Ellemers et al: examine how individual and group processes impact motivation6. Kehr: addresses goals in a compensatory model  |
| New! [Question 10 Response](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread%22%20%5Co%20%22%20Question%2010%20Response%20) [James Clark](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 1, 2020 6:35 PM) - Read by: 2https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3212258&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=6cc7a454-1311-4dde-a4cb-08b1d09d154f)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)The rapid growth and evolution of organizations, management, and teams have appeared to grow faster than research on motivation itself. Early motivation theories have been discredited yet still appear in many texts (Steers, Mowday, 2004). Many of these early theories had more focus on the individual rather than accounting for more of a group setting. These changes resulted in the decline of research on motivational theories and motivation as a whole. However, as it is now apparent that groups are a significant centerpiece in how an organization works, newer motivational theories have taken this into account. They have gained momentum in further research on the topic. The speed of these changes has practically demanded that new research on the subject is a must. Globalization, diversity, and information technology have influenced work greatly. So much so that the “needs” are more diverse. These recent developments cause more factors contributing to not only what will make an individual motivated, but what will make the team motivated to help the organization as a whole operate better. The use of groups has changed the vital roles of an organization like manager and employee. Managers and employees appear to have more of a team like an approach much more so in the past. This has revolutionized the workplace and has placed more considerable emphasis on motivation theories that target groups, arguably more so than the individual. Changes like these have raised more questions for research then answers (2004). While previous motivational theories help answer some questions, they appear to have limitations to a certain extent. |
| New! [Re: Steers et al 2004 Summary](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread%22%20%5Co%20%22%20Re%3A%20Steers%20et%20al%202004%20Summary%20) [Kim Carlton Baier](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 2, 2020 3:38 PM) - Read by: 2https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3213574&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=142d2201-54d3-4919-a383-35a40af2b499)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)**10. What evidence is there to conclude whether or not interest in the development of motivational theory has increased or declined? What has caused this?**According to Steers et al. (2004), interest in motivational theory declined in the 1990s based on the reduced amount of journal publications. And in these few publications, there isn’t a focus on innovation and theory development, but rather simple expansion on exiting theories and a few empirical studies.A large part of what has caused this seeming disinterest is the pace of change and type of change in work. We have newer technologies, increased globalization, increased diversity, etc. all happening so quickly that it’s hard to keep track and hard to understand the various things that may impact employee motivation. This, of course, is why more research is actually needed in the area. The old models that worked well for the more routinized and stable workforce does not apply today. We need new motivation theories and models that are flexible and adaptable with the changing times and changing demographics. |
| New! [Re: Steers et al 2004 Summary](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread%22%20%5Co%20%22%20Re%3A%20Steers%20et%20al%202004%20Summary)[Deborah Carson](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 2, 2020 9:56 PM) - Read by: 3https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3214531&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=8466607a-f2d2-46af-a552-dc7d420cb251)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Response to Question #2:Hedonism is a philosophical approach first proposed by the Greeks that posits humans are motivated solely by their pursuit of maximizing pleasure and minimizing pain. This perspective of motivation was championed by the likes of Mill and Locke and was largely popular until the advent of psychology.Vroom criticized hedonism as sorely lacking in any quantifiable measurements. For example, hedonism failed to address adequate operational definitions for its principal constructs of "pain" and "pleasure". In short, hedonism as a model for motivation lacked an empirical basis and was therefore "untestable" when it came to employing the scientific method to its abstract tenets. |
| New! [Re: Steers et al 2004 Summary](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread%22%20%5Co%20%22%20Re%3A%20Steers%20et%20al%202004%20Summary)[Joseph Ha](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 5, 2020 11:13 AM) - Read by: 2https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3218192&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=dd324b99-b51a-4a0c-89ed-8ea3f21c921d)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Great summary Deborah.Adding on to this, since hedonism lacks the ability to quantify pleasurable and painful events and/or experiences, Vroom argues that it would be impossible to gauge what events would be most appropriate to change an individual's behavior, with the ultimate outcome of increasing their motivation. For example, a manager in an organization in today's society may not be able to understand how every one of their subordinates derives pleasure and pain from their personal experiences. This implies the need to analyze all past events in one's life, and how that individual constitutes their pleasurable and painful experiences. Vroom further supports this proposition by stating, "nor did it make clear how persons acquired their conceptions of ways of attaining pleasure or pain, or how the source of pleasure or pain might be modified by experience (Steers, Mowday, & Shapiro, 2004)."To combat this, Vroom resorts to assessing motivation on a cognitive level. He proposes the Expectancy Theory, which allows individuals to choose to behave in a certain way among a set of other behaviors, to achieve an expected, desired result based on the chosen behavior (Vroom, 1964). |
| New! [Re: Steers et al 2004 Summary](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread%22%20%5Co%20%22%20Re%3A%20Steers%20et%20al%202004%20Summary%20) [Samantha Church](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 2, 2020 10:12 PM) - Read by: 2https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3214575&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=477a8c3f-3712-473a-bc92-8b7ab70f9a21)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)What made McClelland’s need (content) theory, superior to Maslow’s for understanding work behavior? (Question #5)As stated in Steers, Mowday, and Shapiro (2004), both Maslow and McClelland developed theories surrounding needs theory. Maslow suggested that human needs are conceptualized in the form of a hierarchy, starting with safety, belonging, esteem, and ending with self-actualization at the top of the hierarchy. Maslow suggested that in this hierarchy, one's needs (such as belonging or esteem) could not be met unless the one prior to it has been met. This model, according to Steers et al. is very broad and more abstract, while McClelland's model of needs is more "distinct and clearly defined" (p. 381). McClelland focuses on achievement, affiliation, power, and autonomy and suggests that all of these needs are competing with one another and are what motivate different behaviors. I think that what makes McClelland's model better, or  more popular among researchers is it's more modern concept of competing needs and clearly defined  and distinct needs.  |
| New! [Question #3](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread%22%20%5Co%20%22%20Question%20#3)[Isabella Cascarelle](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 3, 2020 12:58 AM) - Read by: 2https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3214961&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=a1897715-7e46-435e-95f3-fa124004c54a)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Instinct theory was proposed in the late 19th/early 20th century by psychologists such as McDougall, Freud, and James as a way of understanding motivation. While instinct theory was more practically scientific than studying motivation with the perspective of hedonism, it certainly had its limitations. The most notable limitation of instinct theory for me is that instincts can't explain every behavior in every context. It simultaneously oversimplifies the nature of motivation and overemphasizes the importance of biology. By understanding motivation as the product of natural or innate processes, the theorists discounted any active cognitive thought or choice that was a part of the motivational process, as well as the environment or context of the situation. Additionally, it is considered an anomaly if individuals lack particular instincts, such as self-protective reflexes. How would instinct theory explain an individual who is motivated to do the same task in one context but not another, if all people have the same fundamental instincts?The active thought/choice aspect which instinct theory was missing became the focal point of the next trendy psychological theory of the 1920's which was drive theory. Pioneered by Woodworth, Thorndike, and Hull, drive theory had its own limitations, but it was able to address what I believe was the greatest limitation of instinct theory which was not giving people enough credit for the thought put behind their motivation (or lack thereof). |
| New! [Re: Steers et al 2004 Summary](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread%22%20%5Co%20%22%20Re%3A%20Steers%20et%20al%202004%20Summary%20) [Anndrekia Maha](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 5, 2020 1:19 PM) - Read by: 2https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3218426&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=26e6460c-08da-42d1-8ec2-0f012450e789)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)What focal points are recommended by the authors of the six AMR papers? (Question 11)            Locke and Latham recommend focusing on developing theories of motivation that are more broad, complex, and useful than theories we have. Fried and Slowik posit that time is a factor that should be added to assist in explaining employee behavior considering the growing complexity of the work world. Seo, Barrett, and Bartunek suggest focusing on the ways work-related affective feelings have an influence (both directly and indirectly) on the direction, intensity, and persistence of behavioral outcomes. Kanfer and Ackerman focus on understanding aging more holistically as opposed to the one-dimensional way we currently understand aging; they assert this will allow them to understand how work motivation changes in aging employees. Ellemers, de Gilder, and Haslam focus on the relationship between group work and motivation given the increase in group work in the current workforce. Lastly, Kehr concentrates on the relationship between implicit and explicit motives, perceived abilities and workplace motivation. |

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| New! [Steers et al. 2004- (Thought question)](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)[Andrea Garry](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 2, 2020 2:39 PM) - Read by: 2https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3213438&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=b6680346-8302-49a0-b8f6-2069c08c1c00)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)3. What do you *think* were the limitations of instinct theory (James, Freud, and McDougall) that cause it to give way to drive theory? (thought question)Instinct theory, proposed by James, Freud, and McDougall suggests that behaviors are a result of instincts, such as sympathy and jealousy. I would describe instincts as behaviors that are not thoroughly questioned in advance – they naturally occur. An example would be a mother soothing her child when he/she cries. The mother is motivated by a natural desire to protect her child and it’s likely that there is no debate whether to comfort the child. The limitation with instinct theory to explain motivation is that people are motivated for more complicated reasons than just pure instinct and need. Instinct theory paved a path for other theories, such as reinforcement theory, which suggests that behaviors are guided by consequences. For example, if an employee performs well, they get a bonus and are motivated to continue to do well because they enjoy the extra money. These theories offer a more complex, cognitive nature to understanding motivation; individuals can learn, plan, and reflect on actions that guide motivation and future behaviors. Motivation is best understood through more complex processes. |
| New! [Re: Steers et al. 2004- (Thought question)](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) [Leigh Cantor](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread) (Feb 2, 2020 7:00 PM) - Read by: 1https://ubonline.ubalt.edu/messageforums-tool/images/trans.gif?sakai.tool.placement.id=107614e3-48e4-4e12-8223-bda87692cea2Mark as Read[Reply to This Message Reply](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)Email [Grade](https://ubonline.ubalt.edu/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfMsgGrade?forumId=53558&topicId=1389119&messageId=3214092&dialogDivId=dialogDiv&frameId=dialogFrame&gradesSavedDiv=gradesSavedDiv&userId=e8743433-ebdc-46ae-8b7d-a1d46cac58fa)[EditDelete Message](https://ubonline.ubalt.edu/portal/site/1202APPL642185/tool/107614e3-48e4-4e12-8223-bda87692cea2/discussionForum/message/dfViewThread)I agree with you, Andrea. Instinct theory does not capture the vast complexities of human motivation, but I'm sitting here wondering if any theory truly does. People are often motivated by recognition and rewards (extrinsic) or by something inherent to the job itself (intrinsic). Instinct theory is very similar to Maslow's needs theory in that it asserts that much of our motivation comes from a desire to survive, that we do what we do unconsciously, and that we wouldn't do half of what we do without that unconscious driving force behind it. This likens us to animals or other lower-order organisms. However, I think people are usually capable of more complex thought than that...provided our needs are met. In my mind, intrinsic motivation is something of a luxury. The mother working three jobs to provide for her children is not likely motivated by pure love for the job. People lacking basic needs can't afford to be picky about where their resources come from, nor what they have to do to secure those resources. In this way, instinct theory is very apt and perhaps more accessible and generalizable. So many past studies have been limited to middle-class white men. What if what we know about intrinsic and extrinsic motivation is not in fact generalizable to the public at large? What if what motivates us is harder to pin down than that, and instinct theory is actually an appropriate way of studying a vast part of the population? How might we go about developing a theory that encapsulates the complexities of human nature, if one doesn't already exist, while taking into consideration the many complex moving parts that play into why we do what we do?  |

Is it possible to develop a “unified theory” ala Einstein?