

New York State School of Industrial and Labor Relations

Administration

David B. Lipsky, dean
 Ronald L. Seeber, associate dean, extension and public affairs
 Jonathon Levy, assistant dean, school relations
 James E. McPherson, assistant dean, Office of Student Services
 Shirley Harper, librarian
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 Frances Benson, director, publications
 Michael Abarbanell, director of budget
 Lawrence K. Williams, graduate faculty representative
 John F. Burton, Jr., editor, *Industrial and Labor Relations Review*

Degree Program

Industrial and Labor Relations

Degree
B.S.

The School

The School of Industrial and Labor Relations at Cornell (ILR) is a small school within a large university, and it tries to maintain the small-college atmosphere that would be expected of an institution that has about 630 undergraduates and approximately 100 graduate students.

The school is located in a unified complex of classroom buildings, library, and administrative and faculty offices clustered around two courtyards. Daily classroom activities and other school events provide opportunities for students and faculty to interact. ILR students are members of the larger Cornell community and participate fully in its programs.

Almost half of the school's typical freshman class comes from the greater New York City area. Another 30 percent live in other parts of New York State. Students from other states and a few from foreign countries make up the rest of the class. Women constitute about 50 percent of recent entering classes, and minority students comprise about 20 percent of new freshmen and transfer students.

Students enrolled in the School of Industrial and Labor Relations at Cornell may take a substantial number of courses in the other six undergraduate colleges and schools of the university, including the College of Arts and Sciences. Cornell students have access to all of the libraries and other services of the university.

The school operates in four areas: (1) resident instruction, (2) extension and public service, (3) research, and (4) publications. It provides instruction to undergraduates and graduate students who are preparing for careers in the field, as well as to men and women already engaged in industrial relations activities and the general public through its Extension and Public Service Division.

The school's Conference Center, part of the extension division, initiates and hosts conferences covering the full scope of industrial and labor relations. The center provides continuing education and information to practitioners and scholars.

The Research Division develops materials for resident and extension teaching and originates studies in industrial and labor relations. The Publications Division publishes and distributes the research results.

Departments of Instruction

Courses in the school are organized into six departments:

Collective Bargaining, Labor Law, and Labor History studies the history of the labor movement and collective bargaining in the United States, as well as the role of government in labor relations.

Economic and Social Statistics includes the principles of statistical reasoning, statistical methods, and the application of statistical tools of analysis.

International and Comparative Labor Relations is concerned with industrial and labor relations developments in other countries, both industrialized and less developed.

Labor Economics deals with analysis of the labor force, labor markets, wages and related terms of employment, income distribution, unemployment, health and safety in industry, and retirement.

Organizational Behavior investigates human behavior in organizations through psychology and sociology. Courses treat individual human behavior, organizations in society, and industrial society.

Personnel and Human Resource Studies examines the efforts of work organizations to recruit, train, compensate, and manage their members, as well as public policy and programs concerning employability, employment, and income of workers.

A full list of required and elective courses is available from the Office of Student Services, 101 Ives Hall.

Resident Instruction

This division conducts the on-campus programs leading to the degrees of Bachelor of Science, Master of Industrial and Labor Relations, Master of Science, and Doctor of Philosophy from Cornell.

Office of Student Services

Staff members from the Office of Student Services, 101 Ives Hall, work closely with faculty and faculty committees to administer degree programs for the school and many of the school's support services. The office's responsibilities include the admitting and orienting of new students, maintaining students' personal and academic records, and counseling students on personal and academic problems. The office also works closely with seniors who are planning graduate study.

Counseling and Advising

New students will be provided advising on orientation, academic procedures, and course registration by counselors in the Office of Student Services.

Each of the school's academic departments names faculty members to serve as advisers for students who wish to consult with them regarding course selection, career possibilities in the field, postgraduate programs, or similar matters. Questions or issues related to graduation requirements, course registration, and related academic procedures should be raised with counselors in the Office of Student Services.

Minority Students

Cornell University administers a variety of special opportunity programs designed to provide financial assistance and other forms of assistance to (1) minority students and (2) low-income students meeting program guidelines. The purpose of these programs is to open access to a Cornell education for capable students who otherwise might not secure the admissions consideration, financial assistance, or supportive services necessary for their success at the university. The associate director for minority education in the

Office of Student Services provides academic and personal counseling to all ILR minority students. ILR offers a variety of support services to enhance academic achievement. For details, prospective students should contact ILR Admissions.

Study Options

Several study options are open to ILR undergraduates, making it possible to tailor a program to fit special circumstances.

One such option is the five-year ILR master's degree. With early planning, some students may earn the M.S. degree in the fifth year. Using another option, some ILR students arrange for dual registration in the Johnson Graduate School of Management, earning their bachelor's degree in ILR and a master's degree in the Johnson Graduate School of Management after five years of study.

Some students elect to spend a semester in New York City, Albany, or Washington, D.C., with a chance to observe actual labor problem solving as interns in congressional offices, labor organizations, personnel offices, and state and federal agencies. For more information, see "Special Academic Programs," below.

Study abroad options are also available at a number of foreign universities. Qualified students may spend a semester or a full year studying abroad.

A number of ILR courses deal directly with today's problems and involve fieldwork in the Ithaca area and elsewhere in New York State.

The ILR program allows juniors and seniors who want to conduct their own research to receive course credit for individually directed studies if the program is supervised by a faculty member.

Study in Absentia

Registration in absentia enables a student to seek admission in another American institution for a semester or a year and transfer credit toward completion of the Cornell degree. This study option requires the development of a plan of study, a statement of appropriate reasons for study away from the university (e.g., availability of courses not offered at Cornell), good academic standing, approval of the plan by the director of student services, and payment of a special in absentia registration fee. Course work taken in absentia is usually not evaluated for transfer credit until the work has been completed and the student has returned to the school. Students then submit a course syllabus and other evidence of content to the chairman of the department that might have offered the respective course, or to a counselor in the Office of Student Services if the course is more appropriate as a general elective.

Leave of Absence or Withdrawal

If a student desires to withdraw or to take a leave of absence from the university, an interview should be scheduled with a counselor in the Office of Student Services. Counselors will assist students in petitioning for approval of a leave of absence and in contacting the appropriate offices or departments of the university.

Requirements for Graduation

To earn the Cornell Bachelor of Science degree in industrial and labor relations, the student needs to successfully complete 120 credits. This requires eight terms for an average of 30 credits a year although some students accelerate their studies.

Required Courses

(55 credits)

The curriculum prescribes the courses and subjects listed in the table below, to be taken in the terms indicated during the freshman, sophomore, and junior years. In the senior year, all courses will be electives.

Course or Subject	Credits	Term
Freshman Year		
Freshman Seminars*	6	Fall and spring
Econ 101–102, Micro-, Macroeconomics*	6	Fall and spring
Psych 101, Introduction to Psychology*	3	Fall
I&LR 100, History of Industrial Relations in the United States	3	Fall
I&LR 120, Macro Organizational Behavior and Analysis	3	Fall
I&LR 210, Statistics I	4	Spring
Any two of the following:	6	Spring
I&LR 101, Special Studies in the History of Industrial Relations in the United States		
I&LR 140, Development of Economic Institutions		
I&LR 121, Micro Organizational Behavior and Analysis		
Physical education	0	Fall and spring

Sophomore Year

I&LR 201, Labor Relations Law and Legislation	3	Fall
I&LR 240, Economics of Wages and Employment	3	Fall
I&LR 211 Statistics II	3	Fall
I&LR 260, Personnel Management	3	Fall or spring
I&LR 200, Collective Bargaining	3	Spring
Ag Econ 221, Accounting	3	Spring
I&LR 101 or I&LR 140 or I&LR 121	3	Spring

Junior Year

I&LR 340, Economic Security	3	Fall or spring
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*College of Arts and Sciences

Elective Courses

(65 credits)

From the courses offered by the school, students must select a minimum of 27 credits of ILR elective courses. No more than 9 of these credits may be satisfied by I&LR 499, Directed Studies, or I&LR 497–498, Internships, or I&LR 495, Honors Program.

Undergraduates are required to select one course in the humanities and one intensive writing course (each for a minimum of three credits) from a list of designated courses to be completed during the sophomore, junior, or senior years.

The remaining 33 credits may be selected from the courses of any other college at Cornell, but a student who takes more than 33 credits in the endowed colleges (the College of Architecture, Art, and Planning; the College of Arts and Sciences; the Johnson Graduate School of Management; the College of Engineering; and the School of Hotel Administration) will be billed for the additional tuition at the current cost per credit.

The number of credits that may be taken in the endowed colleges at no additional cost to the student may be changed at any time by official action of the school.

Scheduling and Attendance**Schedule Changes**

Occasionally it may be necessary for a student to request changes in his or her course schedule either before a term begins or during the semester. Such requests must be directed to the Office of Student Services in order to avoid possible loss of academic credit.

Class Attendance

It is each student's responsibility to attend all scheduled classes unless approved excuses have been given by the faculty. In some courses an instructor may permit a maximum number of class absences without a grade penalty or dismissal from the course. An explanation for absence from class may occasionally be secured from the Office of Student Services in advance of the expected absence. An approved absence may be warranted by:

- 1) participation in authorized University activities such as athletic events, dramatic productions, or debates;
- 2) medical problems supported by a record of clinic or infirmary treatment;
- 3) serious illness or death in the immediate family;
- 4) other circumstances beyond the student's control.

A request for explanation of an absence should, when possible, be made to the Office of Student Services *before the date of expected absence*. A reported and explained absence does not relieve a student from fulfillment of academic requirements during the period of absence. The course instructor has the authority to determine what work must be completed. The office can only confirm the explanation for absence. Students should inform the Office of Student Services of any problems they have meeting course requirements.

Academic Standing and Grades**Academic Integrity**

In 1977 the faculty of the School of Industrial and Labor Relations approved a revised code of academic integrity. This code, while based on the Cornell University code, varies somewhat.

Absolute integrity is expected of all Cornell students in all academic undertakings. They must in no way misrepresent their work, fraudulently or unfairly advance their academic status, or be a party to another student's failure to maintain academic integrity. The code specifically prohibits:

- 1) knowingly representing the work of others as one's own;
- 2) using or obtaining unauthorized assistance in any academic work;
- 3) fabricating data in laboratory or field work.

Full details on the applications of those prohibitions to course work, term papers, examinations, and other situations are listed in the code. Copies are available from the Office of Student Services, 101 Ives Hall.

Dean's List

A Dean's List is compiled for each of the four undergraduate classes each term on the seventh day following receipt of final grades from the registrar. Eligibility for the Dean's List is determined by applying all of the following criteria:

- 1) achievement of a term average for freshmen of 3.3 or better; for sophomores of 3.4 or better; and for juniors and seniors of 3.6 or better;
- 2) a minimum course load for the term of 12 letter-graded credits;
- 3) completion of all courses registered for at the beginning of the term;
- 4) satisfaction of all good-standing requirements.

Academic Standing

Good standing requires that all of the following criteria be met at the end of each term:

- 1) an average of C – (1.7) for the semester's work, including a minimum of 8 completed and letter-graded credits;
- 2) no failing grades in any course, including physical education;
- 3) a cumulative average of C – (1.7) for all completed terms.

If at the end of any term a student fails to maintain good standing or if overall academic performance is so marginal as to endanger the possibility of meeting school and university degree requirements, his or her record is reviewed by the Committee on Academic Standards and Scholarships. The committee may issue a written warning to the student at that time. If a student does not improve after the written warning, he or she may be denied permission to register for the next term.

Involuntary Separation from the School for Academic Reasons

A student may be denied permission to reregister at the end of any term when he or she has failed:

- 1) to establish good standing after a semester on warning;
- 2) to maintain an average of 1.7 in any term after a previous record of warning;
- 3) to achieve good standing after being on warning any two previous semesters;
- 4) two or more courses in one term or has a term average of 1.0 or below.

The Academic Standards and Scholarship Committee may decide to permit a student to remain on warning more than one semester if there has been significant improvement even though the cumulative average is still below 1.7.

S-U Grading Policy

An undergraduate may register to receive a final grade of S (Satisfactory) or U (Unsatisfactory) in courses that offer this option—either in the school or in other divisions of the University—subject to the following conditions:

- 1) the S-U option may be used in ILR and in out-of-college course electives *only*, not in directed studies;
- 2) students are limited to registering in two S-U courses a term;
- 3) S-U registration is limited to 4 credits for each course;
- 4) students registering for S-U grades must be in good standing;
- 5) students must fulfill the graduation requirement of 105 letter-graded credits.

ILR faculty members assign a grade of U for any grade below C – and a grade of S for any grade of C – or better. A grade of U is considered equal to an F in determining a student's academic standing, although it is not included in the cumulative average.

No change of grading (from letter to S-U or from S-U to letter) may be made after the first three weeks of class. *There are no exceptions* to this restriction, and appeals will not be accepted.

Grades of Incomplete

A grade of incomplete is assigned when the course has not been completed for reasons that are acceptable to the instructor. It is understood that the work may be completed later and credit given. Instructors may grant a grade of incomplete for a limited number of clearly valid reasons, but only to students with substantial equity in a course. A firm and definite agreement on the conditions under which it may be made up must be made with the instructor. The school's policy allows a maximum of two full terms of residence for removal of a grade of incomplete. If it is not made up within this time, the grade automatically becomes an F.

Special Academic Programs

In order to meet the special academic objectives of some students, the school's faculty has established several special academic programs. For additional information, students should contact a counselor in the Office of Student Services. Counselors will explore the program with students to help them decide if it suits their interests.

Dual Registration in the Johnson Graduate School of Management

Dual informal registration in the Johnson Graduate School of Management leads to a Bachelor of Science degree in industrial and labor relations and a master's degree in management after five years of study and is open to students who meet the requirements of the Johnson Graduate School of Management.

Early planning by each student, preferably in the sophomore year, is desirable to ensure that the expectations of the Johnson Graduate School of Management and ILR curriculum requirements are fulfilled. Students interested in the very limited and selective program of the Johnson Graduate School of Management should contact the Admissions Office, 319 Malott Hall, and a counselor at the Office of Student Services.

Five-Year Master of Science Degree Program

With early planning it is possible to earn the M.S. degree in a fifth year of study. This program is designed specifically for those who wish concentrated study in an area of specialization in the school for a Master of Science degree. Students considering this program should consult a counselor in the Office of Student Services after their freshman year.

Internships

The Credit Internship Program has provided students with a vivid understanding of problems in labor and industrial relations through observation and participation in "real-life" labor problem solving. A number of selected students spend a term of the junior year in Albany, New York City, or Washington, D.C., in close contact with practitioners. Their activities include independent research under direction of ILR faculty members and seminars drawing on fieldwork experience with employers, labor organizations, and government agencies. More information about this program is available from the Office of Student Services.

Honors Program

Undergraduates who are ranked in the top 20 percent of their class at the end of the junior year may propose a two-semester research project, an honors thesis, for review by the Committee on Academic Standards and Scholarships. When approved, the candidate for graduation with honors works for two semesters (for 3 credits in each term) to research, write, and then defend the thesis.

Study Abroad

Cornell students with strong academic records and the necessary preparation in required and elective courses are encouraged to consider study abroad. The university currently has agreements with universities in Germany, Israel, England, and the Scandinavian countries that permit undergraduates to register for courses while maintaining Cornell registration and financial aid for a semester or a year. Information about those opportunities may be requested from Cornell Abroad, in the Center for International Studies, 130 Uris Hall.

Some study abroad programs require the development of language proficiency and preparation in appropriate courses at Cornell. Students should consult the Office of Student Services and Cornell Abroad in the freshman and sophomore years to be sure that they comply with the academic and procedural requirements for study abroad.

Collective Bargaining, Labor Law, and Labor History

G. Korman, chairman; G. Brooks, J. Burton, T. Crivens, D. Cullen, C. Daniel, I. DeVault, R. Doherty, R. Donovan, M. Gold, C. Gramm, J. Gross, H. Katz, R. Lieberwitz, D. Lipsky, P. Ross, N. Salvatore, R. Seeber, J. Windmuller

100 History of Industrial Relations in the United States

Fall or spring. 3 credits.
C. Daniel, I. DeVault, G. Korman, N. Salvatore.
This review of American labor history emphasizes the twentieth century. The course concentrates on American workers, their labor movements, and the forces that have shaped industrial relations in the United States. Readings are selected from scholarly accounts and original sources.

101 Special Studies in the History of Industrial Relations in the United States

Fall or spring. 3 credits. Prerequisite: I&LR 100 for ILR students; no prerequisite for out-of-college students.
C. Daniel, I. DeVault, G. Korman, N. Salvatore.
Several historians offer undergraduate courses: Labor between the Wars, Labor and the Left, Immigrant Workers, Workers and Wars of the Twentieth Century, Women and Work, and about other periods and themes of American labor history.

200 Collective Bargaining

Fall or spring. 3 credits.
J. Burton, D. Cullen, C. Gramm, H. Katz, D. Lipsky, P. Ross, Ron Seeber.
A comprehensive study of collective bargaining; the negotiation and scope of contracts; the day-to-day administration of contracts; the major substantive issues in bargaining, including their implication for public policy; and the problem of dealing with industrial conflict.

201 Labor Relations Law and Legislation

Fall, spring, or summer. 3 credits.
T. Crivens, M. Gold, J. Gross, R. Lieberwitz.
A survey of the law governing labor relations. The legal framework in which the collective bargaining relationship is established and bargaining takes place is analyzed. Problems of the administration and enforcement of collective agreements are considered, as are problems of protecting individual employee rights in the collective labor relations context. Also serves as an introduction to the legal system and method and to legal and constitutional problems of governmental regulation of industrial and labor relations.

301 Labor Union Administration

Fall. 3 credits.
Prerequisites: I&LR 100 and 201.
G. Brooks, R. Seeber.
Study and analysis of the structure and operations of American unions, including the complicated internal life of the organizations: the varied environments in which unions develop and grow or decline; the relationship of national unions, local unions, and members in the many different aspects of internal union government; the ways in which unions are set up to handle organizing, collective bargaining, contract administration, and political activity; and the widespread movement toward merger and consolidation of unions that began in the sixties and continues today. All of these will involve a study of union constitutions and other primary documents, in addition to secondary readings. Attention will be given to relevant legislation, current problems of unions, and the eternal problems of attaining union democracy.

303 Research Seminar in the Social History of American Workers

Fall or spring. 4 credits. Limited to upperclass students who have demonstrated their ability to undertake independent work and who have received permission of the instructor.
G. Korman.
An examination of a different subject each year.

304 Seminar in the History, Administration, and Theories of Industrial Relations in the United States

Fall or spring. 4 credits. Prerequisite: permission of instructor.
C. Daniel, I. DeVault, G. Korman, N. Salvatore.
Designed to explore the social, economic, and political background of industrial relations in the history of the United States. Examines a different subject each year.

305 Labor in Industrializing America: 1865–1920

Fall. 3 credits. Prerequisite: I&LR 100 and 101.
N. Salvatore.
Examines the experience of working people in the years between the Civil War and World War I. It will explore both the workers themselves—their organization, diverse cultures, ethnic and racial traditions, and political activities—and the dramatic changes in industry that restructured American life during this period.

381 Jewish Workers in Europe and America, 1835–1948

Fall or spring. 4 credits. Open to sophomores, juniors, and seniors.
G. Korman.
This course in comparative history examines the complex experiences of the Yiddish-speaking immigrant workers and their families. A special subject of interest is the extraordinary history of the Jewish working classes between 1924 and 1948.

382 American Business and Workers of the World Since 1840

Fall or spring. 4 credits.
G. Korman.
This social history of economic affairs and institutions examines the subjects of work and labor from the perspective of American business. In particular, the course focuses upon corporate capitalists in their capacities as profit seekers, employers of segmented workers, managers of production and distribution, and citizens of the republic.

384 Women and Unions

Fall. 4 credits.
I. DeVault.
This seminar will explore women's participation in the United States labor movement in the nineteenth and twentieth centuries. Issues covered will include women workers' relations with male-dominated union movements, the role of cross-class alliances of women in organizing women workers, interactions with radical parties and organizations, problems faced by women union leaders and activities, and others.

400 Union Organizing

Spring, weeks 1–7. 2 credits.
2 meetings each week. D. Cullen, R. Donovan.
This course explores various aspects of unions' attempts to organize workers: why some workers join unions and others do not; the techniques used by both unions and employers during organizing campaigns; and the present law of organizing and proposed amendments to that law. Includes an examination.

403 The Law of Workers' Compensation

Spring, weeks 7–14. 2 credits.
J. Burton.
A survey of legal aspects of workers' compensation, the program that provides cash benefits, medical care, and rehabilitation services to workers disabled by work-related injuries and diseases.

404 Contract Administration

Fall, weeks 1–7. 2 credits. Prerequisites: undergraduates, I&LR 200 and 201; graduate students, I&LR 500 and 501.
R. Seeber.
This course bridges the gap between I&LR 200 (500), Collective Bargaining, and I&LR 602, Arbitration. It focuses on various aspects of dispute settlement process prior to final resolution. The intent of the course is to expand the knowledge of students rather than to develop personal skills. It includes such topics as (1) the historical development of contractual grievance process, (2) the merits of various alternative processes that have been adopted by unions and managements in the United States, (3) the impact of external law on the behavior of the parties in the adjustment process, (4) a comparison of the U.S. system with systems in other

industrialized economies, (5) current issues and problems in the systems, (6) nonunion grievance processes, and (7) ongoing experimental alternatives to the standard systems.

406 History of the Black Worker in the United States Fall. 3 credits. Prerequisite: I&LR 100.

J. Gross.

Intended to introduce the student to the history of the black worker in the United States through a review and analysis of the existing literature of black labor history and through source documents from the National Archives. Discussions will center around the black worker in agriculture, industry, and government; black worker migrations; black workers and organized labor; and black workers, discrimination, and the law.

407 Contemporary Trade Union Movement Fall. 3 credits. Prerequisites: I&LR 100 or 502, upperclass standing.

N. Salvatore.

An examination of contemporary trade union issues in the context of labor's history since World War II. Among the issues to be discussed are centralization of union power, union democracy, political action, and strategies of collective bargaining. A series of speakers from the union movement will address the class. Midterm, final, and term paper are required.

484 Employment Discrimination and the Law Fall. 4 credits. Prerequisite: I&LR 201 or 501 or equivalent.

T. Crivens, M. Gold.

An examination of legal problems involving employment discrimination based on race, color, religion, sex, national origin, or age. The impact of developing principles of law on preemployment inquiries and testing, seniority and promotions, and other personnel policies, practices, and procedures are discussed. The requirements of affirmative action under Executive Order 11246, as amended, are analyzed. Special attention is given to the role of state law in resolving employment discrimination claims and the procedural framework for raising and adjudicating such claims before administrative agencies and the courts.

485 The Law of Occupational Safety and Health Spring, weeks 1-7. 2 credits. Prerequisite: I&LR 201 or 501 or permission of instructor.

J. Burton.

Primary concern is legal developments concerning the Occupational Safety and Health Act of 1970. Limited attention to related legal issues such as arbitration of safety and health issues.

495 Honors Program Fall and spring (yearlong course). 3 credits each term. Admission to the ILR senior honors program may be obtained under the following circumstances: (a) students must be in the upper 20 percent of their class at the end of their junior year; (b) an honors project, entailing research leading to completion of a thesis, must be proposed to an ILR faculty member who agrees to act as thesis supervisor; and (c) the project, endorsed by the proposed faculty sponsor, is submitted to the Committee on Academic Standards and Scholarships.

Accepted students embark on a two-semester sequence. The first semester consists of determining a research design, familiarization with germane scholarly literature, and preliminary data collection. The second semester involves completion of the data collection and preparation of the honors thesis. At the end of the second semester, the candidate is examined orally on the completed thesis by a committee consisting of the thesis supervisor, a second faculty member designated by the appropriate department chairperson, and a representative of the Academic Standards and Scholarship Committee.

497-498 Internship Fall or spring. 497, 3 credits; 498, 6 credits.

Staff.

All requests for permission to register for an internship must be approved by the faculty member who will supervise the project and the chairman of the faculty member's academic department before submission for

approval by the Committee on Academic Standards and Scholarship. Upon approval of the internship, the Office of Student Services will register each student for 497, for 3 credits graded A+ to F; for individual research, and for 498, for 6 credits graded S-U, for completion of a professionally appropriate learning experience, which is graded by the faculty sponsor.

499 Directed Studies Fall or spring. 3 credits.

For individual research, conducted under the direction of a member of the faculty, in a special area of labor relations not covered by regular course offerings. Registration is normally limited to seniors who have demonstrated ability to undertake independent work. Eligible students should consult a counselor in the Office of Student Services at the time of course registration to arrange for formal submission of their projects for approval by the Academic Standards and Scholarship Committee.

500 Collective Bargaining Fall or spring. 3 credits. Open only to graduate students. Recommended: I&LR 501 taken previously or concurrently.

D. Cullen, C. Gramm, H. Katz, D. Lipsky, R. Seeber. A comprehensive study of collective bargaining, with special emphasis on philosophy, structures, process of negotiations, and administration of agreements. Attention is also given to problems of handling and settling industrial controversy, the various substantive issues, and important developments and trends in collective bargaining.

501 Labor Relations Law and Legislation Fall, spring, or summer. 3 credits.

T. Crivens, M. Gold, J. Gross, R. Lieberwitz. A survey and analysis of the labor relations law that examines the extent to which the law protects and regulates concerted action by employees in the labor market. The legal framework within which the collective bargaining takes place is considered and analyzed. Problems of the administration and enforcement of the collective agreement are considered, as are problems of protecting the individual member-employee rights with the union.

502 History of Industrial Relations in the United States since 1865 Spring. 3 credits.

C. Daniel, I. DeVault, G. Korman, N. Salvatore. This introductory survey course emphasizes events in the twentieth century. Special studies include labor union struggles over organizational alternatives and such other topics as industrial conflicts, working-class life styles, radicalism, welfare capitalism, union democracy, and the expanding authority of the federal government.

600 Advanced Seminar in Labor Arbitration Spring. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisite: I&LR 602 or equivalent and permission of instructor.

J. Gross. An advanced seminar in labor arbitration emphasizing the practical aspects of current labor arbitration techniques and problems. Subjects considered range from laboratory exercises in the presentation of an arbitration case, the preparation of prehearing and posthearing briefs, and the writing of an arbitration opinion and award, to the investigation and evaluation of the experience of labor arbitrators, with selected case problems arising in state and federal employment and public education as well as in the private sector.

601 The Bargaining Process: Theory and Practice Fall. 3 credits. Prerequisite: I&LR 200 or 500.

D. Lipsky. Focus is on theories of the bargaining process, including economic, behavioral, game-theoretic, political, and social-psychological approaches to the bargaining problem. Will consider union wage policy, particularly the formulation of union goals in bargaining. Union and management preparation for negotiations, bargaining strategies and tactics, and bargaining power are some of the facets of the bargaining process that will be discussed. Attempts at empirical verification of various bargaining theories will also be considered. Theoretical and analytical principles will be developed

in assigned readings and class discussions. The application and practical relevance of these principles will be explored through mock negotiations and other exercises.

602 Arbitration Fall or spring. 4 credits. Limited to 21 students. Prerequisites: undergraduates, I&LR 200; graduate students, I&LR 500; permission of instructor.

J. Gross.

A study of the place and function of arbitration in the field of labor-management relations, including an analysis of principles and practices, the law of arbitration, the handling of materials in briefs or oral presentation, the conduct of an arbitration hearing, and the preparation of an arbitration opinion.

603 Governmental Adjustment of Labor Disputes Fall or spring. 3 or 4 credits. Prerequisites: undergraduates, I&LR 200; graduate students, I&LR 500.

D. Cullen.

An examination of the various governmental techniques for dealing with labor disputes in both the private and public sectors, including mediation, fact-finding arbitration (both voluntary and compulsory), the use of injunctions, and seizure. The course also examines the application of these techniques under the Railway Labor Act, Taft-Hartley Act, and various state acts.

604 Readings in the Literature of American Radicalism and Dissent Fall or spring. 3 credits. Limited to seniors and graduate students.

N. Salvatore.

Each term, concentration is on a different historical aspect of American radicalism and dissent.

605 Readings in the History of Industrial Relations in the United States Fall. 3 credits. Limited to seniors and graduate students.

C. Daniel, G. Korman, N. Salvatore.

A seminar covering, intensively, original printed sources and scholarly accounts for different periods in American history.

606 Theories of Industrial Relations Systems Fall or spring. 3 credits. Limited to seniors and graduate students. Prerequisites: seniors, I&LR 100 and 101; graduate students, I&LR 502.

C. Daniel, H. Katz, G. Korman.

An examination of the leading theories concerning the origins, forms, organization, administration, aims, functions, and methods of industrial relations systems. Among the theories studied are those formulated by Karl Marx, Mikhail Bakunin, Georges Sorel, Vladimir Lenin, Lujó Bretano, Beatrice and Sidney Webb, Herbert Croly, Antonio Gramsci, Selig Perlman, Frank Tannenbaum, the Guild Socialists, Karl Polanyi, Clark Kerr, Frederick Harbison, John Dunlop, and Charles A. Myers.

607 Arbitration and Public Policy Spring. 3 credits. Limited to 10 ILR students and 10 law students. Prerequisite: I&LR 201 and permission of instructor.

J. Gross.

Labor arbitration in the public and private sectors. Students will write research memoranda, briefs, and arbitral opinions on various substantive and procedural topics. Forty to fifty pages of written work will be expected. There will also be opportunity to participate in simulated arbitration proceedings.

608 Special Topics in Collective Bargaining, Labor Law, and Legislation Fall or spring. 3 credits. Prerequisites: undergraduates, I&LR 201; graduate students, I&LR 502.

Staff.

The areas of study are determined each semester by the instructor offering the seminar.

609 Law of Workers' Compensation Fall. 3 or 4 credits. Prerequisite: I&LR 201 or 501 or permission of instructor.

J. Burton.

A survey of legal aspects of workers' compensation, the program that provides cash benefits, medical care, and rehabilitation services to workers disabled by work-

related injuries and diseases. Includes a brief introduction to the disability benefits provided by the Social Security program and to negligence suits by injured workers.

650 Service Work and Workers in Historical Perspective Fall. 3 credits.
I. DeVault.

This course takes a historical perspective on the development of a service economy in the United States. Readings will include general and theoretical works, but the main focus will be recent historical scholarship on specific occupations and situations in the "nonproductive" workforce. Students will explore primary sources for research on the subject and write research papers.

651 Industrial Relations in Transition Spring. 3 credits. Limited to seniors and graduate students.
H. Katz.

Considers whether recent developments such as concession bargaining, worker participation programs, and the growth of nonunion firms represent a fundamental transformation in industrial relations practice. Will review recent research and new theories arguing that such a transformation is occurring, including the work of Piore and Sabel, Bluestone and Harrison, and Kochan, McKersie, and Katz. Will also review the counterarguments and evidence put forth by those who believe no such transformation is under way. Course material will focus on industrial relations practice in the private sector in the United States, although some attention will be paid to developments in Western Europe, the United Kingdom, and Japan.

655 Employment Law Spring. 3 credits.
Prerequisite: undergraduates, I&LR 201; graduate students, I&LR 501.

M. Gold, C. Gramm, or J. Burton.
This course will examine a number of major federal and state laws designed to protect workers in their employment relationships. The historical and theoretical rationales; the major statutory, judicial, and administrative developments; and evidence of the effectiveness of each law will be examined. Where pertinent, consideration will also be given to current controversies surrounding the laws. The material covered will be selected from the following: the Fair Labor Standards Act, unemployment insurance, workers' compensation, the Occupational Safety and Health Act, the Employee Retirement Income Security Act, the doctrine of employment at will, Social Security, workers' right-to-know, plant closings, and protection of workers' privacy.

680 Problems in Union Democracy Fall or spring. 3 credits.

M. Gold, P. Ross.
Unions are considered as an example of private government, and union democracy is examined by standards and customary practices in both public and private governments. Included are such elements as elections; self-government by majority; rights of minorities; the judicial process, including impartial review; local-national relationships; constituency and representation; the legislative process; and executive power and functions. The regulation of private government by the state will be considered.

681 Labor Relations Law Spring. 3 credits.
Prerequisite: I&LR 201 or 501 or equivalent.

M. Gold, R. Lieberwitz.
An advanced course in labor law, concentrating on problems of administering the National Labor Relations Act; the Landrum-Griffin Act; Title VII of the Civil Rights Act of 1964, as amended; the Fair Labor Standards Act, as amended; the Equal Pay Act; the Age Discrimination in Employment Act; the Occupational Safety and Health Act; and state workers' compensation and unemployment insurance systems.

682 Seminar in Labor Relations Law and Legislation Fall or spring. 3 credits. Limited enrollment. Prerequisite: permission of instructor.
R. Lieberwitz.

Legal problems in public employment and other areas of labor relations affecting the public interest.

683 Research Seminar in the History of Industrial Relations Fall or spring. 3 credits. Prerequisites: undergraduates, I&LR 100 and 101; graduate students, I&LR 502.

G. Brooks, C. Daniel, I. DeVault, G. Korman, N. Salvatore.
The areas of study are determined each semester by the instructor offering the seminar.

685 Collective Bargaining in Public Education Spring. 3 credits. Limited enrollment. Prerequisite: permission of instructor.

R. Doherty.
The seminar consists of a study of the legal, financial, administrative, and educational problems raised by collective bargaining in the public schools. Major attention will be directed at existing statutes covering the employment arrangement for public school employees, the content and the administration of collective agreements, the ideological postures of teacher organizations, and the resolution of negotiating impasses. Individual and group research projects will be required.

686 Collective Bargaining in the Public Sector Fall or spring. 3 credits. Prerequisites: undergraduates, I&LR 200 and 201; graduate students, I&LR 500 and 501.

J. Burton, R. Donovan, P. Ross, R. Seeber.
An examination of the development, practice, and extent of collective bargaining between federal, state, and local governments and their employees. The variety of legislative approaches to such matters as representation rights, unfair practices, scope of bargaining, impasse procedures, and the strike against government are considered along with implications of collective bargaining for public policy and its formulation.

687 Current Issues in Collective Bargaining Fall or spring. 3 or 4 credits. Limited to 25 students. Prerequisite: I&LR 200 or 500, and permission of instructor.

D. Cullen, D. Lipsky, P. Ross.
An intensive study of the most significant current issues and problems facing employers and unions in their relations with each other, with particular emphasis on the substantive matters in contract negotiations and administration of the provisions of collective bargaining agreements. A major research paper is usually required.

688 The Political Economy of Collective Bargaining Fall. 3 credits. Prerequisites: undergraduates, I&LR 200 and 240; graduate students, I&LR 500 and 540, or permission of instructor.

Focuses on both the economic analysis of unions and collective bargaining in our economy and on the economic forces that affect collective bargaining. The method is to identify and conceptualize the structural determinants of relative bargaining power. Examines both the economic outcomes of collective bargaining and current bargaining trends in a variety of industries. Topics include neoclassical and structural-institutionalist analyses of union power; the effect of unions on compensation, productivity, prices, and income inequality; union growth and strikes; pattern setting and bargaining structures; multinational and conglomerate corporate structures and collective bargaining; the decline of union bargaining power; unions and inflation; and concession bargaining. Approximately half the course is spent on case studies of collective bargaining in various industries (auto, steel, construction, etc.) in the private sector. A term paper is required. Topics are covered in a nonstatistical fashion.

689 Constitutional Aspects of Labor Law Spring. 3 credits.

R. Lieberwitz.
In-depth analysis of the Supreme Court decisions that interpret the United States Constitution as it applies in the workplace. This study will focus on the First Amendment, Fifth Amendment, Fourteenth Amendment, and Commerce Clause, with issues including freedom of speech and association, equal protection, due

process, and other issues in the area of political and civil rights. The course entails a high level of student participation in class discussion, and assignments include a research paper.

703 Theory and Research in Collective Bargaining

Spring. 3 credits. Open to graduate students who have had I&LR 500 and 723 or their equivalents. Recommended: a statistics course beyond the level of I&LR 510.

C. Gramm, D. Lipsky, R. Seeber.
This is a second-level course in collective bargaining that builds on the institutional research covered in I&LR 500. The existing literature in the area of collective bargaining is appraised for its theoretical and empirical content. Efforts are made to explore the appropriate role for theory and empirical analysis in moving research in collective bargaining toward a more analytical perspective and to identify and appraise the underlying paradigms used to study collective bargaining—related issues.

705 The Economics of Collective Bargaining

Spring. 3 credits. Prerequisites: undergraduates, I&LR 500; graduate students, I&LR 540 (or their equivalents) and an understanding of multiple regression analysis; or permission of instructor.

H. Katz, D. Lipsky.
Focuses on both the economic analysis of unions and collective bargaining in our economy and on the economic forces that affect collective bargaining. The method is to identify and conceptualize the structural determinants of relative bargaining power. On this basis, the course examines both the economic outcomes of collective bargaining and current bargaining trends in a variety of industries. Tentative theoretical analyses of unionism (neoclassical, institutionalist) are compared. The statistical techniques and empirical results of research on the union effect on economic outcomes (wages, prices, inflation, profits, productivity, earnings inequality) are also evaluated. The effect of technology, corporate structures, and public policy on union bargaining power is outlined, and a number of case studies of collective bargaining in the private sector are reviewed. A term paper is required.

784 Employment Discrimination and the Law Fall. 4 credits. Prerequisite: I&LR 501 or equivalent.

T. Crivens, M. Gold.
An examination of legal problems involving employment discrimination based on race, color, religion, sex, national origin or age. The impact of developing principles of law on preemployment inquiries and testing, seniority and promotions and other personnel policies, and practices and procedures are discussed. The requirements of affirmative action under Executive Order 11246, as amended, are analyzed. Special attention is given to the role of state law in resolving employment discrimination claims and the procedural framework for raising and adjudicating such claims before administrative agencies and the courts.

798 Internship Fall or spring. 1–3 credits.

Designed to grant credit for individual research under direction of a faculty member by graduate students who have been selected for an internship. All requests for permission to register for I&LR 798 must be approved by the faculty member who will supervise the project.

799 Directed Studies Fall or spring. Credit to be arranged.

For individual research conducted under the direction of a member of the faculty.

980 Workshop in Collective Bargaining, Labor Law, and Labor History Fall and spring. 2 credits. Enrollment limited to M.S. and Ph.D. candidates in the department. S-U grades only.

Staff.
This workshop is designed to provide a forum for the presentation of current research being undertaken by faculty members and graduate students in the Department of Collective Bargaining and by invited guests. All M.S. and Ph.D. candidates in the department who are at work on their theses are strongly urged to enroll. Each student in the course will be

expected to make at least one presentation during the year, focusing on the formulation, design, execution, and results of that student's thesis research.

Economic and Social Statistics

I. Blumen, chairperson; A. Hadi, P. McCarthy, P. Velleman, M. Wells.

210 Statistical Reasoning I Fall or spring. 4 credits. Not open to engineering or graduate students. Attendance at the first discussion section of the term is essential.

An introduction to the basic concepts of statistics: measures of location and dispersion, estimation and confidence intervals, hypothesis tests, regression and correlation. Students are taught to use a computer at the beginning of the term and use it for weekly assignments.

211 Statistical Reasoning II Fall. 3 credits. Prerequisite: I&LR 210 or suitable introductory statistics course. Attendance at the first discussion section of the term is essential. A continuation of I&LR 210. Application of statistical techniques to the social sciences. Topics include statistical inference, simple and multiple regression and correlation, applications of regression, elements of time series analysis, and the design of sample surveys. A computer is used throughout the course. (Students who have taken an introductory course in statistics without a computer will be expected to obtain remedial instruction during the first few weeks of the semester.)

[310 Design of Sample Surveys] Spring. 3 credits. Not offered 1988–89. Prerequisite: one term of statistics. Application of statistical methods to the sampling of human populations. A thorough treatment of the concepts and problems of sample design with respect to cost, procedures of estimation, and measurement of sampling error. Analysis of nonsampling errors and their effects on survey results (for example, interviewer bias and response error). Illustrative materials are drawn from such fields as market research and attitude and opinion research.]

312 Applied Regression Methods Spring. 3 credits. Prerequisite: I&LR 211 or equivalent. A. Hadi. The course starts with a review of those parts of matrix algebra that provide the vocabulary and skill necessary to construct and manipulate linear regression models. The standard least-squares theory is then developed, and regression analysis techniques are applied to problems arising in economics, industry, government, and the social sciences. Computer packages are used as an aid to obtain problem solutions. Additional topics are deviation from assumptions, multicollinearity, variable selection methods, and analysis of variance.

410 Techniques of Multivariate Analysis Fall. 3 credits. Prerequisite: two statistics courses or permission of instructor. The techniques of multivariate statistical analysis, the associated assumptions, the rationale for choices among techniques, and illustrative applications. Some matrix algebra and related mathematics are introduced. Includes regression, correlation, principle components, multivariate tests on means, variances and covariances, relations between sets of variates, and discriminatory analysis.

411 Statistical Analysis of Qualitative Data Spring. 3 credits. Prerequisite: two statistics courses or permission of instructor. I. Blumen. An advanced undergraduate and beginning graduate course. Includes treatment of association between qualitative variates, rank-order methods, and other nonparametric statistical techniques, including those related to chi-squared.

499 Directed Studies For description, see the section on Collective Bargaining, Labor Law, and Labor History.

510 Statistical Methods for the Social Sciences I Fall or summer. 4 credits. A nonmathematical course for graduate students in the social sciences without previous training in statistical method. Emphasis is on discussion of technical aspects of statistical analysis and on initiative in selecting and applying statistical methods to research problems. The subjects ordinarily covered include analysis of frequency distributions, regression and correlation analysis, and selected topics from the area of statistical inference. Students are taught to use a computer at the beginning of the term and use it for weekly assignments.

511 Statistical Methods for the Social Sciences II Spring. 3 credits. Prerequisite: I&LR 510 or an equivalent introductory statistics course. This is a second course in statistics for graduate students that emphasizes applications in the social sciences. Topics include review of simple linear regression, multiple regression (theory, model building, model violations), and analysis of variance. Statistical computing packages are used extensively. (Students who have taken an introductory course in statistics without a computer course will be expected to obtain remedial instruction during the first few weeks of the semester.)

[610 Seminar in Modern Data Analysis] Fall. 3 credits. Prerequisite: two statistics courses or permission of instructor. Not offered 1988–89. P. Velleman.

An advanced survey of modern data analysis methods. Topics include exploratory data analysis, robust methods, regression methods, and diagnostics. Extensive outside readings cover recent and historical work. Participants should have some knowledge of multiple regression, including the use of matrices (Statistics and Biometry 416 may be taken concurrently), and some experience using a computer.]

[711 Sensitivity Analysis in Linear Regression] Spring. 3 credits. Prerequisite: I&LR 312 or equivalent. Not offered 1988–89. A. Hadi.

This course is an attempt to narrow the gap between the theory and practical application of the linear regression model. Classical and recently developed statistical procedures are discussed. Students will be expected to do extensive analysis of real-life data sets using computer-packaged programs. Topics include regression diagnostics (outliers, leverage points, influential observations), generalized linear models, and multicollinearity.]

[712 Theory of Sampling] Fall. 3 credits. Prerequisite: calculus and at least one semester of mathematical statistics. Not offered 1988–89. A companion course to I&LR 310, Design of Sample Surveys, stressing the development of the fundamentals of sampling theory. Attention is paid to recent progress in the field. Occasional illustrative material is given to indicate the application of the theory.]

[713 Empirical Processes with Statistical Applications] Spring. 3 credits. Prerequisites: a standard mathematical statistics class and a standard graduate course in probability theory. Not offered 1988–89. M. Wells.

The study of the empirical process and the empirical distribution function is one of the major continuing themes in the historical development of mathematical statistics. Many statistical procedures may be viewed as functionals on the empirical process, and the behavior of such procedures may be inferred from the empirical process itself. The major theme of the course is the convergence of the weighted empirical process to a limiting Gaussian process. Once the limiting behavior is established, the applications are manifold. We will consider applications to tests of fit, linear combinations of order statistics, spacings, rank tests, bootstrapping and reliability and econometric functions.]

799 Directed Studies For description see the section on Collective Bargaining, Labor Law, and Labor History.

International and Comparative Labor Relations

G. Fields, chairman; J. Bishop., G. Boyer, G. Korman, J. Windmuller

330 Comparative Industrial Relations Systems: Western Europe Fall. 3 credits (1 additional credit may be arranged with the instructor). Open to juniors and seniors. J. Windmuller.

An introduction to contemporary industrial relations in several Western industrialized countries, including Britain, France, West Germany, and Sweden. The emphasis will be on trade unions, employers and their associations, collective bargaining, the role of government, and current policy issues.

[331 Comparative Industrial Relations Systems: Non-Western Countries] Spring. 3 credits (1 additional credit may be arranged with the instructor). Open to juniors and seniors. Not offered 1988–89. J. Windmuller.

A study of the industrial relations systems of less-developed countries and industrialized non-Western countries, including Japan, the Soviet Union, Yugoslavia, India, and several others. Emphasis is on government labor policies, trade unions, and collective bargaining. Also included is a review of international organizations concerned with labor problems.]

332 Labor in Developing Economies Spring. 3 credits. G. Fields.

The economic problems of labor in less-developed nations. Among the subjects included are determinants of income and wage structures in less-developed countries; labor demand and unemployment; labor supply and migration; human resource policy; and development strategy and employment growth.

[337 Special Topics in International and Comparative Labor Relations] Fall or spring. 3 credits. Not offered 1988–89.]

381 Jewish Workers in Europe and America, 1835–1948 Fall or spring. 4 credits. Open to sophomores, juniors, and seniors. G. Korman. For description, see the section Collective Bargaining, Labor Law, and Labor History.

[430 European Labor History] Fall. 3 credits. Not offered 1988–89. J. Windmuller. The development of trade unions in Great Britain, France, and Germany between 1850 and 1950. Patterns of union organization, political party—trade union links, the growth of industrial relations systems, and the evolution of public policies toward labor are emphasized.]

499 Directed Studies For description see the section on Collective Bargaining, Labor Law, and Labor History.

530 Comparative Industrial Relations Systems: Western Europe Fall. 3 credits. For graduate students. J. Windmuller.

Students in this course attend the lectures in I&LR 330 (see description for I&LR 330). If enrollment warrants, they will also meet separately at a time to be arranged for discussion of topics in I&LR 330 and related topics.

[531 Comparative Industrial Relations Systems: Non-Western Countries] Spring. 3 credits. For graduate students. Not offered 1988–89. J. Windmuller.

Students in this course will attend the lectures in I&LR 331 (see description for I&LR 331). If enrollment warrants, they will also meet separately at a time to be arranged for discussion of topics in I&LR 331 and related topics.]

532 Labor in Developing Economies Spring. 3 credits. For graduate students.
G. Fields.

Students in this course attend the lectures in I&LR 332 (see description for I&LR 332). If enrollment warrants, they will also meet separately at a time to be arranged for discussion of topics in I&LR 332 and additional topics.

[630 Seminar in International and Comparative Labor Problems Spring. 3 credits. Not offered 1988–89.

J. Windmuller.
This seminar will be concerned with international aspects of labor organizations and industrial relations. Specific topics will include an examination of international labor movements, the role of the International Labor Organization, the international affairs interests of unions in the United States and other countries, and the labor relations policies of multinational corporations.]

698 International Human Resource Policies and Institutions Spring. 3 credits.

J. Bishop.
For description, see the section Personnel and Human Resource Studies.

799 Directed Studies

For description see the section on Collective Bargaining, Labor Law, and Labor History.

Labor Economics

R. Hutchens, chairman; J. Abowd, R. Aronson, G. Boyer, J. Burton, G. Clark, R. Ehrenberg, G. Fields, W. Galenson, G. Jakubson, O. Mitchell, R. Smith

140 Development of Economic Institutions Spring. 3 credits. Prerequisite for non-ILR students: permission of instructor.

G. Boyer.
Provides students with an understanding of the historical roots of the economic system currently dominant in Western Europe and the United States. The course will focus on (a) the process of European economic growth prior to 1914, (b) the effect of industrialization on labor in Great Britain, and (c) the historical evolution of economic thought from Adam Smith to J. M. Keynes.

240 Economics of Wages and Employment Fall, spring, or summer. 3 credits. Prerequisites: Economics 101–102 or equivalent.
Staff.

This course analyzes the characteristics and problems of the labor market by applying to them the theory and elementary tools of economics. Behavior on both the demand (employer) and supply (employee) sides of the market is analyzed to gain a deeper understanding of the effects of various government programs targeted at the labor market. Topics covered include education and training, fringe benefits and the structure of compensation, labor-force participation and its relationship to household production, issues regarding occupational choice, an analysis of migration, labor-market discrimination, and the effects of unions.

332 Labor in Developing Economies Spring. 3 credits.
G. Fields.

For description, see the section International and Comparative Labor Relations.

340 Economic Security Fall or spring. 3 credits.
J. Burton, R. Hutchens, G. Jakubson.
The economic and social effects of income security measures. Analysis of programs offering protection against economic loss due to industrial accident,

temporary and permanent disability, illness, old age, premature death, and unemployment, as well as private efforts to provide security, and the problems of integrating public and private programs. An examination is made of proposals for amending or modifying economic security measures.

343 Problems in Labor Economics Fall or spring. 3 or 4 credits.
Staff.

Devoted to new policy issues and to recent literature in the field. The specific content and emphasis varies in response to the interests of the faculty member teaching the course. A course will be offered in 1988–89 on social experiments and economic policy.

[344 Comparative Economic Systems: Soviet Russia Fall. 4 credits. Not offered 1988–89.

G. Clark.
A comparative analysis of the principles, structure, and performance of the economy of Soviet Russia. Special attention is devoted to industry and labor.]

345 Corporate Finance and Labor Markets Spring. 4 credits.

J. Abowd.
The course covers the following topics (with emphasis on labor market applications and implications): (1) the concept of net present value, the valuation of real corporate assets, and the relations between risk and return; (2) capital budgeting decisions and the cost of capital; (3) investment financing decisions and the role of financial markets; (4) capital structure, the Modigliani-Miller propositions, and the relation between debt and equity financing; (5) valuation of corporate debt, options, and other financial assets; and (6) financial planning, mergers, and portfolio management.

348 The Economics of Unemployment Fall. 4 credits. Prerequisite: I&LR 240 or 540 or permission of instructor.

R. Smith.
This course introduces students to several issues fundamental to an understanding of unemployment: the social costs; definitional questions and measurement problems; the patterns of unemployment; and the various types of unemployment, their causes, and the policies that can or have been pursued to alleviate unemployment. The course is designed for undergraduate and graduate students who have taken a survey course in labor economics or its equivalent.

441 Income Distribution Fall. 4 credits. Open to upperclass and graduate students.

R. Hutchens.
Explores income distribution in the United States and the world. Topics to be covered include functional and size distributions of income, wage structure, income-generating functions and theories, discrimination, poverty, public policy and income distribution, and changing income distribution and growth.

442 Economics of Employee Benefits Spring. 4 credits.
O. Mitchell.

An analysis and appraisal of private health, welfare, and pension plans. Consideration of the origin and development of employer, union and joint programs and a critical examination of the financing, administration, and general effectiveness of the plans.

446 Labor Market Discrimination Fall or spring. 4 credits.

O. Mitchell.
Examines differences in labor market rewards by gender, race, age, and other worker characteristics from both a theoretical and an empirical perspective. Economic modeling and statistical methodology (including computer analysis) are stressed. Students need some background in microeconomics and data analysis.

447 Economic Policy toward the Aging Fall. 4 credits.

O. Mitchell.
Explores labor market and social policy concerning older workers and retirees. Topics to be covered include

labor market trends of the elderly, labor market institutions affecting older people (e.g., mandatory retirement, unemployment, pensions), and government policies, Social Security, health insurance, and retirement income regulation. Cross-national perspectives will be addressed as well.

495 Honors Program Fall and spring (yearlong course). 3 credits each term.
For description see the section on Collective Bargaining, Labor Law, and Labor History.

497–498 Internship Fall or spring. 3 and 6 credits.
For description see the section on Collective Bargaining, Labor Law, and Labor History.

499 Directed Studies

For description see the section on Collective Bargaining, Labor Law, and Labor History.

532 Labor in Developing Economies Spring. 3 credits.
G. Fields.

For description, see the section International and Comparative Labor Relations.

540 Labor Economics Fall or summer. 3 credits. Prerequisites: Economics 101–102 or equivalent. Required of graduate students majoring or minoring in labor economics and M.I.L.R. candidates.

Staff.
This course analyzes the characteristics and problems of the labor market by applying to them the theory and elementary tools of economics. Behavior on both the demand (employer) and supply (employee) sides of the market is analyzed to gain a deeper understanding of the effects of various government programs targeted at the labor market. Topics covered include education and training, fringe benefits and the structure of compensation, labor-force participation and its relationship to household production, issues regarding occupational choice, an analysis of migration, labor-market discrimination, and the effects of unions.

541 Social Security and Protective Labor Legislation Spring. 3 credits. Prerequisite: I&LR 540. Normally required of graduate students majoring or minoring in labor economics and required of M.I.L.R. candidates.

J. Burton, R. Hutchens, G. Jakubson.
The economic and social effects of income security measures. Analysis of programs offering protection against economic loss due to industrial accident, temporary and permanent disability, illness, old age, premature death, and unemployment, as well as private efforts to provide security, and the problems of integrating public and private programs. An examination is made of proposals for amending or modifying economic security measures.

[642 Work and Welfare: Interactions between Cash-Transfer Programs and the Labor Market Fall. 4 credits. Prerequisite: some familiarity with microeconomics. Not offered 1988–89.

R. Hutchens.
Emphasizes policy issues in analyzing the relationship between the labor market and cash-transfer programs such as social security, public assistance, and unemployment and wages in determining the level and distribution of cash transfers. Investigates the connection between cash transfers and labor supply. Topics include determinants of cash-transfer demand and supply, the negative income tax experiments, and program incentives for withdrawal from the labor force (for example, incentives for early retirement implicit in old-age insurance). A paper on a specific program is required.]

643 Problems in Labor Economics Fall or spring. 3 or 4 credits.
Staff.

Devoted to new policy issues and to recent literature in the field. The specific content and emphasis varies in response to the interests of the faculty member teaching the course. Courses offered in 1988–89 include economic policy toward the elderly, economics

of collective bargaining, twentieth-century economic history, income maintenance policy, economics of discrimination, and models for limited dependent variables and panel data.

644 The Economics of Occupational Safety and Health Spring. 4 credits.

R. Smith.

The course analyzes the problem of occupational injuries and illnesses in the United States. The first section concentrates on legal requirements, judicial interpretations, and legal implications of the Occupational Safety and Health Act, then shifts to such questions as the need for, and appropriate goals of, the act; the stringency of safety standards considered in a benefit-cost framework; the difficulties in enforcing the act; and estimates of the impact of the act.

647 Evaluation of Social Programs Fall. 4 credits.

R. Ehrenberg.

An introduction to the methodologies used by economists to evaluate the impacts of social-action programs and legislation. General evaluation methodology, cost-benefit analysis, and econometrics are discussed. Case studies are considered to illustrate the uses of these techniques, to acquaint the student with major current government programs and legislation, and to estimate these programs' economic impacts. Throughout, the primary analytic framework used by the instructor is microeconomics.

648 Economic Analysis of the University Spring. 4 credits.

R. Ehrenberg.

This course seeks to illustrate the complexity of decision making in a nonprofit organization and to show how microeconomic analysis in general, and labor market analysis in particular, can be usefully applied to analyze resource allocation decisions at universities. Among the topics covered are financial aid, tuition, admissions policies, endowment policies, faculty salary determination, the tenure system, mandatory retirement policies, merit pay, affirmative action, comparable worth, collective bargaining, resource allocation across and within departments, undergraduate versus graduate education, research costs, libraries, athletics, and "socially responsible" policies. Lectures and discussions of the extensive readings will be supplemented by presentations by Cornell administrators and outside speakers who have been engaged in university resource allocation decisions or have done research on the subject.

742 Economics of Employee Benefits Spring. 3 credits.

O. Mitchell.

Students in this course attend the lectures in I&LR 442 (see description for I&LR 442). If enrollment warrants, they will also meet separately at a time to be arranged for discussion of topics in I&LR 442 and additional topics.

744 Seminar in Labor Economics Fall. 3 credits. I&LR 744 and 745 constitute the Ph.D.-level sequence in labor economics.

R. Ehrenberg.

Reading and discussion of selected topics in labor economics. Applications of economic theory and econometrics to the labor market and human resource areas.

745 Seminar in Labor Economics Spring. 3 credits.

R. Hutchens, G. Jakubson.

Reading and discussion of selected topics in labor economics in the fields of theory, institutions, and policy.

746 Labor Market Discrimination Fall or spring. 4 credits.

O. Mitchell.

Students in this course attend the lectures in I&LR 446 (see description for I&LR 446). If enrollment warrants, they will also meet separately at a time to be arranged for discussion of topics in I&LR 446 and additional topics.

747 Economic Policy toward the Aging Fall. 4 credits.

O. Mitchell.

Students in this course attend the lectures in I&LR 447 (see description for I&LR 447). If enrollment warrants, they will also meet separately at a time to be arranged for discussion of topics in I&LR 447 and additional topics.

798 Internship

For description see the section on Collective Bargaining, Labor Law, and Labor History.

799 Directed Studies

For description see the section on Collective Bargaining, Labor Law, and Labor History.

940 Workshop in Labor Economics Fall or spring. 3 credits. Intended for Ph.D. students who have started to write their dissertations.

Focus is on the formulation, design, and execution of dissertations. Preliminary plans and portions of completed work are presented for discussion.

Organizational Behavior

R. Stern, chairman; S. Bacharach, S. Barley, L. Gruenfeld, T. Hammer, P. Tolbert, H. Trice, L. Williams

120 Introduction to Macro Organizational Behavior and Analysis Fall. 3 credits.

Staff.

The relationship between industry and the economy as a whole and its implications for other social institutions in American society (including stratification, politics, and American values) is discussed. The nature of industrial organizations and of complex organizations in general, emphasizing authority relations, goals, the division of labor, and bureaucracy.

121 Introduction to Micro Organizational Behavior and Analysis Spring or summer. 3 credits.

Staff.

Deals with the relationship between the individual and the organization and such basic psychological processes as need satisfaction, perception, attitude formation, and decision making. The individual is described and examined as a formal and informal group member. Within this area, particular emphasis is placed on leadership, problem solving, and conflict resolution.

222 Studies in Organizational Behavior: Regulating the Corporation Fall or summer. 3 credits.

R. Stern.

The course will examine public and private power from an organizational perspective. The resource-dependence approach to organization-environment relations provides a framework for interpreting government attempts at the regulation of corporate behavior. Topics cover the structure and functioning of government regulatory agencies and corporate responses to regulation, including corporate strategy, change, and political influence. The role of interest groups such as consumer or citizens organizations is also considered. Research and case materials focus on the implementation of environmental protection, occupational health and safety, equal opportunity, antitrust, and rate-setting regulations.

320 The Psychology of Industrial Engineering Fall. 4 credits.

T. Hammer.

A study of the human factors in the industrial engineering of work, workplaces, tools, and machinery. The course examines the aspects of individual and social psychology that operate in the work setting and that should be taken into account in the design of jobs. These include limitations of the human sensory system; individual difference in skills, abilities, motives, and needs; group dynamics; intrinsic motivation; job satisfaction; conflict.

322 Comparative Theories of Organizational Behavior and Social Character Fall. 3 credits.

L. Gruenfeld.

A comparative social-psychological approach is used to examine theories of work, authority, conflict, and change in employment organization.

323 Introduction to the Study of Attitudes Fall. 4 credits. Open to juniors and seniors.

Staff.

Designed to acquaint the student with what is known about (1) origins of human attitudes, (2) the determinants of attitude change, and (3) the measurement of attitude differences. Studies employing clinical, experimental, and survey techniques are discussed. Each student designs, executes, and analyzes his or her own research study.

324 Work Organizations, Troubled Employees, and Employee Assistance Programs Spring. 3 credits. Limited to 40 students. Prerequisite: one or more courses in sociology and psychology.

H. Trice.

Focus is on the relationship between organizational life and psychiatric-criminal behaviors. Covers (1) the nature and etiology of psychiatric disorders such as alcoholism, other drug and substance abuse, and the major neuroses; (2) corporate and white-collar criminal behavior; (3) the role of occupational and organizational risk factors in etiology; (4) various types of organizations that represent societal responses to troubled employees—mental hospitals, prisons, jails, halfway houses, shelter workshops, and self-help groups such as Alcoholics Anonymous. Puts differential emphasis on programs within work organizations that attempt to deal with troubled employees, job-based alcoholism, and employee assistance programs. Field format divides class into small groups for application in local relevant organizations. The development, strategies, and management of employee assistance programs will receive special attention.

325 Organizations and Social Inequality Spring. 4 credits.

Examines the central role that organizations in industrial societies play in allocating income, status, and other resources to individuals. Marxist conceptions of class and Weberian conceptions of job authority will be examined to see what additional power they add to the explanation of social inequality, particularly in regard to income attainment. As the central unit of analysis in the course will be organizations, a historical section will be included that deals with the evolution of current control and compensation structures in large-scale organizations.

326 Sociology of Occupations Fall or spring. 3 credits. Limited to 45 students. Prerequisite: one or more courses in sociology.

H. Trice.

Focuses on (1) the societal characteristics of occupations: division of labor, social stratification, mandate and license, occupational ideologies, stories, and tradition; (2) nature and expression of professionalization of occupations; (3) organizational characteristics of occupations: accommodation to formal organizations, occupational associations, and occupational mix; (4) social psychological characteristics of occupations: temperamental and intellectual role demands, occupational attraction, identity, and commitment, and occupational self-images; (5) relationship between occupational structure and organizational structure. Field format divides class into small groups for application among local occupational groups.

327 Psychology of Industrial Conflict Fall. 4 credits.

Staff.

An application of frustration theory to the analysis of conflict and stress in organizations and society. Comparisons are made between industrial relations, race relations, international relations, and other settings. Readings include behavioral research findings from a variety of studies in industry. Relevant contributions from experimental, social, and clinical psychology are also considered.

328 Cooperation, Competition, and Conflict Resolution

Spring. 4 credits. Prerequisite: two courses in social psychology or equivalent. An examination of theory and empirical evidence relating to the resolution of interpersonal, intergroup, and international conflict. Specific attention is devoted to studying factors that contribute to the development of cooperative or competitive bonds between parties to a conflict. The following topics are studied: the availability and use of threat; the credibility, intensity, and costs of threat; fractioning and escalating conflict. Personality and situational factors that regulate conflict intensification are stressed.

329 Organizational Cultures

Fall or spring. 3 credits. Limited to 45 students. Prerequisites: one or more courses in sociology.
H. Trice.

This course reviews the concept of culture as it has evolved in sociology and anthropology, applying it to formal organizations in workplaces such as corporations and unions. The course first examines the nature of ideologies as sense-making definitions of behavior, concentrating on the cultural forms that carry these cultural messages, rituals, symbols, myths, sagas, legends, and organizational stories. Considerable attention will be given to rites and ceremonials as a cultural form in organizational life that consolidates many of these expressive forms into one. The course will examine types of ceremonial behavior such as rites of passage, rites of enhancement, and rites of degradation, including the role of language-gestures, physical settings, and artifacts in ceremonial behavior. The presence of subcultures and countercultures in organizational behavior will also receive attention, especially the part played by occupational subcultures in formal organizations. Emphasis will be placed on empirical examples from both the organizational behavior literature and the professor's field research. Field format divides class into small groups for application in local relevant organizations.

370 The Study of Work Motivation

Fall. 4 credits. Open to juniors and seniors with permission of instructor.
Staff.

Designed to acquaint the student with the basic concepts and theories of human motivation, with implications for organizational change and job design. Focus is on theories of worker motivation and on research approaches and results as these apply to individuals and groups in formal organizations. Readings are predominantly from the field of organizational psychology, supplemented by relevant contributions from experimental, social, and clinical psychology. Each student will design, execute, and analyze a research study of his or her own.

371 Individual Differences and Organizational Behavior

Fall or summer. 4 credits. Recommended: some acquaintance with the substance and methods of behavioral or social science.

L. Gruenfeld.
This course examines personality from a comparative psychodynamic point of view. Social behavior, authority relationships, and work motivation are used to illustrate how various theories could be applied to understand behavior and experience in organizations.

372 Sociological Models of Organizations

Spring. 3 credits. Prerequisites: I&LR 120 and 121 or equivalent.

P. Tolbert.
Introduces students to the basic issues involved in the sociological analysis of organizations. Traces organizational theory from Max Weber to the most recent research. Among the themes to be discussed are internal structure of organizations, communication in organizations, decentralization, organizational change, organizational technology, and organizational environment.

373 Organizational Behavior Simulations

Fall. 3 credits. Prerequisite: I&LR 120 and 121 or equivalent.
R. Stern.

Basic principles of organizational behavior are studied through readings and participation in four simulation games. The first game, *The Organizational Game: Design, Change, and Development*, by Miles and Randolph, simulates traditional organization, while the second, *The Fuzzy Game*, by Paton and Lockett, simulates a cooperative. A third game models executive decision making and a fourth, work organization. Organizational design, decision making, and conflict are the central topics of discussion. The contrasting bases of power in the organizations permits the study of the assumptions underlying organization structure and process.

374 Technology and the Worker

Fall. 3 credits.
S. Barley.
Examines theory and research pertaining to the social implications of technology and technological change for the work worlds of blue-collar, white-collar, and professional workers. At issue are alternate conceptions of technology as a social phenomenon, approaches to the study of technology in the workplace, the reactions of individuals and groups to technological change, the construction of a technology's social meaning, and the management of technological change. A broad range of technologies will be considered, but particular emphasis will be given to automation, electronic data processing, and sophisticated microelectronic technologies, including CAD-CAM systems, telecommunication networks, medical imaging technologies, artificial intelligence, and personal computers.

420 Group Processes

Fall. 4 credits.
L. Gruenfeld.
Several conceptual and methodological approaches are applied to the observation of personality in groups. Students observe, analyze, and quantify behavior in ongoing groups. Emphasis is on systematic observation of interpersonal behavior in open field groups rather than contrived experimental groups.

423 Evaluation of Social Action Programs

Fall or spring. 3 credits.
H. Trice.
A consideration of the principles and strategies involved in evaluation research, experimental research designs, process evaluation, and adaptations of cost benefits and cost efficiency to determine the extent to which intervention programs in fields such as training and therapy accomplish their goals. The adaptation of these strategies to large social contexts such as child guidance clinics, mental health clinics, and programs in the poverty areas, such as Head Start, is considered. Includes fieldwork and emphasizes assessment of program implementation.

424 Study of Public Sector Bureaucracy

Spring. 3 credits. Prerequisite: permission of instructor.
S. Bacharach.
Field research in public sector organization such as a school bureaucracy or a social welfare bureaucracy. Students conduct a major study into which they integrate themes from organizational theory. Theoretical issues such as decentralization, participation, and communication are discussed in the seminar.

425 Sociology of Industrial Conflict

Spring. 4 credits.
R. Stern.
The focus is on the variety of theoretical and empirical evidence available concerning social, economic, and political causes of industrial conflict. The manifestations of conflict, such as strikes, labor turnover, absenteeism, and sabotage, and the influence of the environments in which they occur are emphasized.

426 Theories of Industrial Society

Fall. 4 credits. Prerequisite: I&LR 120 and permission of instructor.
S. Bacharach.
Concentrates primarily on the works of Weber and Marx and will consist of readings in the original texts.

427 The Professions: Organization and Control

Fall. 4 credits.
P. Tolbert.

Focus is on the sources of power and control exercised by professional groups in contemporary society. A number of issues will be examined in this context, including the role of professions in society, processes through which an occupational group becomes defined as a profession, sources of control that professional associations have over their members, relations between professionals and nonprofessionals in organizations, and the relationship between unionization and professionalization of occupations.

471 Organizational Analysis of Trade Unions

Fall. 3 credits. Prerequisite: I&LR 120 and 121 and one additional course in organizational behavior.
R. Stern, T. Hammer.

The course is designed to use organizational theory and research in the examination of trade unions. Studying trade unions as organizations includes discussion of the role of unions in contemporary society and the meaning of unions to individual members. Unions will be the unit of analysis in considering unions as agents of social change, unions in interorganizational relationships, and union political activity. Union members will be the focus in considering why people join unions, commitment to unions, dual allegiance problems, and leadership. The course will also address the issue of how effective unions are as a mechanism of worker participation in management decision-making. Course material focuses on current research on unions and on strategies for further research.

472 Applied Organizational Behavior

Fall. 3 credits. Prerequisites: I&LR 120 and 121.
S. Bacharach.

Introduces students to intermediate theory of organizational behavior. It will specifically concentrate on teaching students to use organizational theories for analytical and applied purposes. Among the issues to be addressed are organizational structure, work processes, organizational politics, organizational design, job design, incentive systems, and quality-of-work-life programs.

475 Organizational and Political Behavior in School Districts

Fall. 4 credits. Enrollment limited. Prerequisite: permission of instructor.
S. Bacharach.

This course is intended to provide students with research experience through the study of the administrative and governance processes in school districts. The students will be required to work with school district and union personnel while investigating the following areas: (a) structure and process of decision making in urban and rural school districts, (b) organizational conflict as reflected in school board meetings, (c) the variations in, and effect of, leadership style, as evidenced by different superintendents' advisory techniques, (d) the collective bargaining process as reflected in both contracts and actual negotiations, (e) the effect of the Taylor Law on the structure and process of decision making in school districts, and (f) the effects of administrative law on conflict in school districts. Students will be responsible for the collection of data and the presentation of a final report of their project.

476 Unions and Public Policy in School Districts

Spring. 4 credits. Enrollment limited. Prerequisite: permission of instructor.
S. Bacharach.
A continuation of I&LR 475, but 475 is not a prerequisite. This course is strictly a research field seminar. Students will be required to work with school districts and union personnel while investigating the following areas: (a) labor contracts with school districts, (b) relations between teachers' unions, school boards, and superintendents, (c) teachers' unions' involvement with school district policies.

478 Applied Topics in Organizational Behavior

Fall. 4 credits. Prerequisite: two courses in organizational behavior beyond the 100 level.
L. Williams.
Reading and classroom discussion will be devoted to each of three topics. The topics are industrial gerontology, with a particular focus on retirement;

technology and the office; and gender and personality as organizational variables. Readings will be primarily from journal articles. Students will have a research task for each topic.

495 Honors Program Fall and spring (yearlong course). 3 credits each term.
For description see the section on Collective Bargaining, Labor Law, and Labor History.

497-498 Internship Fall or spring. 3 and 6 credits.
For description see the section on Collective Bargaining, Labor Law, and Labor History.

499 Directed Studies
For description see the section on Collective Bargaining, Labor Law, and Labor History.

520 Micro Organizational Behavior and Analysis Fall or summer. 3 credits.
Staff.

Survey of concepts, theories, and research from the fields of organizational and social psychology as these relate to the behavior of individuals and groups in organizations. Job attitudes, motivation, performance, leadership and power, group formation, perception, and organizational climate. A preliminary course for advanced work in organizational behavior.

521 Macro Organizational Behavior and Analysis Spring. 3 credits.
Staff.

Formal organizations are studied from the perspectives of classical organization theory, human relations theory, and comparative and cross-cultural analysis. Contemporary theories and quantitative approaches to organizational structure are also considered in some detail. Intended to be preliminary to more intensive work in organizational behavior.

620 Theories of Organizational Change, Innovation, and Evaluation Spring. 4 credits.
Prerequisite: two organizational behavior courses at the 300 level, or advanced courses in sociology or psychology.
H. Trice.

This seminar examines the dynamics of individual, structural, and environmental factors operating in organizational change in general, and in the implementation and use of innovations within formal organizations in particular. The role of evaluative research in assessing the effectiveness of the implementation of innovations and in determining organizational effectiveness are analyzed. Several case studies of organizational change in government, unions, and private industry are examined. The emphasis is on conceptual frameworks for analyzing organizational change and mounting evaluative research on innovations. Readings are interdisciplinary and include sociology, psychology, and political science.

621 Organizational Diagnosis Intervention and Development Spring. 4 credits. Prerequisites: undergraduates, I&LR 120 and 121; graduate students, I&LR 520 and 521 or equivalent; and permission of instructor.
L. Gruenfeld.

This applied course considers theories and techniques for the identification and improvement of organizational problems at the behavioral (micro) level. Methods for the implementing of change are evaluated in the light of several normative and descriptive theories of individual and group development and effectiveness. The course emphasizes both quantitative and qualitative data processing procedures.

622 Organizations and Environments. Spring. 3 credits.
P. Tolbert.

This course will survey the literature on organization-environment relations, including work on organizational dependence and power, management of uncertainty, and other aspects of interorganizational cooperation and conflict. The objective of the course is to provide students with a general theoretical understanding of the

way in which organizations can shape their environment and in which the environment constrains and shapes organizations.

624 Groups in Work Organizations Fall. 4 credits. Enrollment limited. Prerequisite: Senior standing, and I&LR 371 or I&LR 629 or equivalent, or permission of instructor.
L. Gruenfeld.

This is an applied social psychology course that emphasizes the building, maintenance, and renewal of purposive groups. The course deals with models and variables that interact with group cohesion and performance. Structural, environmental, task, motivational, and interpersonal variables are considered. This course work includes observation and analysis of decision making and negotiating behavior in a group.

625 Labor and Monopoly Capital: The Growth of Large United States Firms in the Past Century Spring, 7 weeks only. 2 credits.
Staff.

A critical review of two recent books with very different explanations for the rise of large, hierarchically differentiated corporations in the United States: Harry Braverman, *Labor and Monopoly Capital*, and Alfred D. Chandler, *The Divisible Hand*. These books are supplemented by articles on patterns of industrialization and internal structural transformation of large firms in the United States economy.

626 Science and Innovation in Industry Fall. 3 credits. Prerequisites: ILR 120 or 121 for ILR undergraduates; ILR 520 or 521 for ILR graduate students; or permission of instructor for out-of-college students.
S. Barley.

This course seeks to impart an understanding of how industrial R&D is organized, as well as an appreciation for the practical problems that arise when firms employ a significant number of scientists, engineers, and other technical workers. It is designed for students who have a general research interest in industrial R&D or who anticipate working for firms in which R&D plays an important role. The course will bring relevant theoretical perspectives to bear on pragmatic issues surrounding technical innovation and the employment of scientists and engineers. Representative topics include the organization of scientific and technical communities, the industrialization of research, the nature of scientific and technical work, new patterns of industrial relations, and the careers of scientists and engineers. Discussions of practical problems will be sharpened from time to time by opportunities to interact with scientists and engineers who work in an industrial setting.

627 Leadership in Organizations Spring. 3 credits. Prerequisites: two organizational behavior courses at the 300 level or advanced courses in sociology or psychology.
L. Gruenfeld.

An examination of theories and research findings from the behavioral sciences that are relevant to leadership and the influence process in groups and organizations. Personality, situational factors, intergroup processes, interpersonal perception, as well as motivation to lead and to follow will be discussed. The implications for leadership training, organization development, and action research are explored.

628 Cross-Cultural Studies of Organizational Behavior Fall or spring. 3 credits. Designed for graduate students interested in research and sociopsychological theory at the workplace. Undergraduates with permission of instructor.
L. Gruenfeld.

How organizational behavior is affected by age (generational), sex, social class, and cultural variables. Both theoretical and research-related issues pertaining to these variables are explored to illustrate the social, psychological, and cultural explanations.

629 Personality in Organization Fall. 4 credits. Open to undergraduates with permission of instructor.
L. Gruenfeld.

This advanced course considers psychodynamic theories of organizational diagnosis at the individual and group levels. Topics include leadership, power, authority, work motivation, intervention, and change. The topics are discussed and applied in small study groups. The professor's role is as a consultant and resource person. Class members study and research their own behavior and present their qualitative and quantitative findings to the class. Students are expected to have background and interest in both research methods and theory.

673 Cross-Cultural Explorations of Individual Differences Fall. 3 credits.

A data-bank analysis of the relationship between socioeconomic status, socialization values, ethnicity, and various indices of individual differences, such as interpersonal trust, propensity to take risks, self-concept, cognitive style, and job preferences.

674 Social Regulation and Control of Institutions Spring, 7 weeks only. 2 credits. Prerequisites: two organizational behavior courses at the 300 level, or advanced courses in sociology or psychology.
R. Stern.

Interorganizational relations are examined in terms of network control agents and target objects. The dynamics of control relationships based on political bargaining, the distribution of power, economic rewards and costs, and historical circumstances are examined in the context of their evolution through organizational adaptation to the environment. Subject matter includes theories of organizational change and application of a control perspective to the institutions of American business, government regulations, athletics, and education.

675 Cooperative Strategies for Improving Organizational Performance Spring. 4 credits.
M. Gaffney.

The course will concentrate on presentation and analysis of a series of case studies involving projects using cooperative strategies to improve organizational performance. Emphasis will be given to cases in which union and management have been working together to enhance productivity and the quality of working life. Cases will be examined against a background of the research literature on improving organizational performance. Students will be responsible for a term paper.

676 Systems of Labor Participation in Management Fall. 4 credits. Limited to 25 students. Prerequisite: senior standing and permission of instructor.
T. Hammer.

Examines the theory and practice of worker participation in systems ranging from informal shop-level participation to self-management. Special emphasis is placed on socio-technical systems of job design and work restructuring that give workers control over the labor process. Attention is also given to legislated programs of participation (codetermination) and to participation in employee-owned firms.

677 Seminar in Field Research Fall. 4 credits. Enrollment limited. Prerequisite: permission of instructor.
H. Trice.

Recent research efforts are examined and the dynamic nature of the research process is emphasized. The realities of field research are explored, including problems of gaining and sustaining rapport, the initial development of research interviews and observation data, and their conversion to quantitative instruments. Participants share in the exploration of appropriate theories and concepts, and the possibility of actual field participation in an ongoing research project is explored.

678 Seminar in Field Research II Spring. 4 credits. Prerequisite: I&LR 677 and permission of instructor.
H. Trice.

Continuation of recent research efforts is examined, and the dynamic nature of the research process is emphasized. The realities of field research are explored, including problems of gaining and sustaining

rapport, the initial development of research interviews and observation data, and their conversion to quantitative instruments. Participants share in the exploration of appropriate theories and concepts, and the possibility of actual field participation in an ongoing research project is explored.

720 Issues of Measurement in Research on Organizations

Fall. 4 credits.
T. Hammer.
Concerns the study of tests and measures used to assess central variables in organizational behavior and related fields. Students will learn where to find measures suitable for their research purposes and will examine the theories that define the constructs being measured; the empirical information available about different measures; construction, reliability, and validity; and the ways in which the instruments have been used in research and practice.

721 Advanced Micro-organizational Behavior

Spring. 3 credits. Prerequisites: ILR 520 and 521.
Staff.
Examines the historical development of psychological theories of organizations and contemporary issues in micro-organizational research. The course will emphasize reading and analysis of primary source material.

722 Advanced Macro-organizational Behavior

Fall. 3 credits. Prerequisites: ILR 520 and 521.
Staff.
Examines the historical development of sociological theories of organizations and contemporary issues in macro-organizational research. The course will emphasize reading and analysis of primary source material.

723 Behavioral Research Theory, Strategy, and Methods I

Fall. 4 credits. Designed to meet the needs of M.S. and Ph.D. candidates majoring in organizational behavior, but other graduate students may enroll.

L. Williams.
Materials studied in ILR 723 and 724 include (1) theoretical, conceptual, and ethical questions; (2) survey research and attitude-scaling procedures; (3) laboratory research methods; (4) participant observation and interview methods; (5) use of documents and qualitative data analysis. Provides students with important philosophical background for doing research and exposes them to a well-balanced, interdisciplinary set of quantitative and qualitative research tools.

724 Behavioral Research Theory, Strategy, and Methods II

Spring. 3 credits. Designed to meet the needs of M.S. and Ph.D. candidates majoring in organizational behavior, but other graduate students may enroll.
Staff.

Course will cover (a) data analysis and interpretation through the study of psychometric theory, (b) traditional problems encountered in the assessment of human and organizational characteristics, (c) the use of different methods of data analysis, and (d) an examination of the limitations imposed on data analysis and interpretation by traditional measures. Examples of topics covered in the course: the use of Chi-square, t-tests, ANOVA, simple and multiple correlation and regression, reliability and validity analyses, causal models, factor analysis, scale construction.

725 Analysis of Published Research in Organizational Behavior

Fall. 3 credits.
Prerequisites: ILR 520-521 and one year of statistics.

R. Stern.
An advanced research methods course that critically examines published research papers in the field of organizational behavior in terms of research design and method as well as theory.

726 Organizational Behavior III

Fall. 3 credits.
Prerequisites: ILR 520 and 521 and permission of instructor.
S. Barley.

An advanced proseminar that seeks to develop an interdisciplinary perspective on selected topics in organizational behavior. The topics themselves will change from year to year depending on participants' interests. Course is designed to allow students and the instructor to jointly pursue significant scholarly inquiry into one or more arenas of organizational theory. Emphasis will be placed on exploring the relevance of tradition in related disciplines (anthropology, linguistics, philosophy, sociology, etc.) that may enrich our understanding of organizational life.

727 Work and Industrial Conflict

Spring, weeks 7-14. 2 credits.
R. Stern.
A concentrated examination of the sociology of industrial conflict. The seminar focuses on classic formulations of conflict theory in sociology, then the social, political, economic causes of industrial conflict. Forms of conflict to be studied include strikes, turnover, absenteeism, and sabotage. Some discussion of the implications of various types of worker management of firms for industrial conflict will be included.

728 Theories of Motivation and Leadership

Spring. 2 or 4 credits. Prerequisite: ILR 520-521.
Two independent but sequence-connected minicourses.

(1) Theories of Work Motivation. 7 weeks. 2 credits.

T. Hammer.
Course will provide an introduction to basic concepts of human motivation in general, with particular emphasis on the theories that explain and predict work motivation. Students will examine the empirical research that tests the validity of the theories and shows how and under what conditions different motivation models can be used in practice in work organizations.

(2) Theories of Leadership and Power. 7 weeks. 2 credits.

L. Gruenfeld.
Several current microtheories of leadership-power and related research are examined. The disciplinary perspective employed is social psychology and the level of analysis emphasized is action and experience of individuals in groups.

729 Organizational Change and Intervention

Fall. 3 credits. Graduate students only; no exceptions.
L. Williams.

This seminar is concerned with planned and unplanned change in organizations. It is designed to analyze theory in practice. Particular attention will be paid to the role of internal and external change agents. Several applied research programs such as the Center for Creative Leadership, Tavistock, and SRC will also be examined.

770 The Cultures of Work Organizations

Fall. 3 credits. Open only to graduate students.
H. Trice.
The course considers both administrative and occupational cultures in the workplace. It takes an anthropology perspective, focusing on ideologies as the main ingredient of cultures but emphasizing the role of cultural forms, e.g., myths, stories, sagas, language, rites and ceremonies, and physical settings of meaning. It pays special attention to the place of subcultures and countercultures in the makeup of administrative culture and to occupations as a major source of subcultures. The role of the environment in which organizations are embedded, and its influence on workplace cultures, is also included. Forms of cultural leadership and approaches to reading and changing cultures are also considered.

798 Internship

For description see the section on Collective Bargaining, Labor Law, and Labor History.

799 Directed Studies

For description see the section on Collective Bargaining, Labor Law, and Labor History.

920 Organizational Behavior Workshop

Fall. 2 credits. Limited to M.S. and Ph.D. candidates in the department. S-U grades only.

T. Hammer, R. Stern.

This workshop is designed to provide a forum for the presentation of current research undertaken by faculty members and graduate students in the Department of Organizational Behavior and by invited guests. All M.S. and Ph.D. candidates in the department who are at work on their theses are strongly urged to enroll. Each student in the course will be expected to make at least one presentation during the year, focusing on the formulation, design, execution, and results of that student's thesis research.

Personnel and Human Resource Studies

R. Risley, chairman; J. Bishop, J. Boudreau, V. Briggs, L. Dyer, F. Foltman, W. Frank, B. Gerhart, G. Milkovich, F. Miller, S. Rynes, W. Wasmuth

260 Personnel Management

Fall or spring. 3 credits. Open only to ILR students. Non-ILR students may take ILR 151.
Staff.

An introductory overview of the management of human resources from an institutional perspective. Topics include human resource decisions dealing with staffing, employee development, work-system rewards, and employee relations. Emphasis is on (a) problem-solving and decision-making approaches; (b) operational methods, technologies, and practices; (c) application of relevant behavioral science theory and research; and (d) legislation and other environmental constraints having an important bearing on the effective utilization of human resources by an enterprise.

266 Personal Computer Basics

Fall or spring. 2 credits. Limited to 20 students.
Staff.
This 7-week course provides basic skills in the use of IBM personal computers (PCs). It covers basic hardware, terminology, fundamentals of the Disk Operating System, LOTUS 1-2-3, and DBASE III Plus. Emphasis is placed on hands-on experience using examples demonstrating human resource issues and PC-based solutions. This course is a prerequisite to several advanced Human Resource Management electives (e.g., ILR 694, Personal Computer Applications to Human Resource Management; ILR 666, Cost Benefit Analysis for Human Resource Management; and ILR 690, Personnel Information Systems).

360 Human Resource Economics and Public Policy

Fall or spring. 3 credits. Open to sophomores, juniors, and seniors.

V. Briggs, J. Bishop.
A review of contemporary labor-market trends and theories pertaining to public efforts to develop the employment potential of the nation's human resources. Each of the major segments of the nation's educational training enterprise—elementary and secondary education, higher education, employer-provided training, apprenticeship, and special training programs for the disadvantaged—is examined in depth. Special policy issues pertaining to youth, rural workers, welfare reform, job creation, worker relocation, economic development, targeted tax credits, industrial policy, and "enterprise zone" proposals will be examined. Comparisons are made with European initiatives.

361 Effective Supervision

Fall or summer. 3 credits. Limited to juniors and seniors. Prerequisite: ILR 260 or equivalent.

W. Wasmuth.
This course covers twenty-five major topics that make a critical difference in the life of a newly appointed or experienced supervisor. Theoretical and real-life case examples are provided from office, factory, union, nonunion, large, and small organizations and cover technical, psychological, social, and political issues at the supervisory level.

365 New York State Human Resource and Employee Relations Issues and Policies Fall or spring. 3 credits. Open to I&LR students participating in an Albany internship.

J. Slocum.

This seminar will consider functions, current issues, and policy development in New York State human resource development and employee relations. The role of the state in protective labor law administration; human resource programs; its function as a neutral party in labor disputes in the public and private sector; and legislation affecting employee-employer relations and economic development will be reviewed. Students will be assigned individual research topics that will be discussed in the seminar and developed into a term paper.

366 Women at Work Fall or spring. Variable 3 or 4 credits. Prerequisite: I&LR 260 or equivalent.

F. Miller.

Various aspects of female occupational roles in twentieth-century United States. Historical, social, and legal factors that influence women's choice of careers, work socialization and training, and subsequent labor-market experience are considered. Working women's entry-level jobs, opportunities for advancement, and income are compared to men's.

369 Social Contract, 1964-1980 Fall or spring. 3 credits. Open to ILR students participating in Washington, D.C., internship.

S. Levitan.

The seminar will examine labor-market developments and their measurements, with emphasis on current social strategies to ameliorate social problems. The systematic relationships between the elements of various programs, their purposes, the institutional structures designed to carry them out, and the clients they were designed to serve will be explored. Topics stressed will relate to current national issues and priorities. Students will engage in individual projects on topics approved by the instructor.

460 Human Resource Management for Small Business. Fall. 4 credits.

R. Risley.

This course will be taught using a series of case studies developed from small firms. After an initial introductory section exploring the human resource management issues most critical to the growth and development of small businesses, the balance of the course will focus on selected human resource management issues raised by the various case studies. Students will analyze the problems of each case and prepare a report setting forth their recommendations for resolving the human resource problems and achieving the desired business objectives. Every second Wednesday the class will meet for a two-hour session to present and discuss the student reports concerning each case. Owners and managers of the small business firms studied will be present to discuss each case with the students.

469 Immigration and the American Labor Force Spring. 3 credits.

V. Briggs.

Assesses the role that immigration continues to play as a source of human resource development in the United States. The primary focus is on developments since the Immigration Act of 1965, the Refugee Act of 1980, and the Immigration Reform and Control Act of 1986. In addition to legal immigration, border commuters, the topics of illegal immigration, refugees, asylees, and nonimmigrant workers are also examined. Comparisons are also made with immigration systems of other nations. Public policy aspects are explored in depth.

495 Honors Program Fall and spring (yearlong course). 3 credits each term.
For description see the section on Collective Bargaining, Labor Law, and Labor History.

497-498 Internship Fall or spring. 3 and 6 credits.
For description see the section on Collective Bargaining, Labor Law, and Labor History.

499 Directed Studies

For description see the section on Collective Bargaining, Labor Law, and Labor History.

560 Personnel Management Fall or spring. 3 credits. Grads only.

Staff.

A survey course covering the major areas of the management of human behavior in work organizations. Consideration is given to such aspects of personnel work as job analysis, motivation, human resource planning, recruitment and selection, training, management development, organization development, compensation, and employee and labor relations. Emphasis is on the application of theory and research to the solution of personnel problems.

653 Personnel and Human Resource Management: Policy and Practices Fall. 3 credits. Limited to 30 students, seniors and graduate students only. Prerequisites: I&LR 260/560, electives in personnel and human resource management, and permission of instructor.

R. Risley.

This seminar will be concerned with issues of current importance to leading practitioners and explore the policies and practices developed to meet organizational goals. Changing concepts of the P/HR function within organizations and new policies and programs to meet changing needs will receive special attention. Outstanding leaders from the practitioner area will serve as guest seminar leaders during the term. Students will be required to do background reading for each topic as well as read the advanced material prepared by the guest leader. Students should be prepared to be active participants in the seminar discussions.

658 Training and Development: Theory and Practice (also Education 685 and Communication 685) Spring or summer. 4 credits.

W. Frank, D. Deshler, R. Colle.

Analysis, design, conduct, administration, and evaluation of training programs for the development of human resources in small-farm agriculture, rural health and nutrition, literacy and nonformal education, and general community development. Designed for scientists, administrators, educator-trainers, and social organizers in rural and agricultural development programs in the United States and abroad.

659 Internal Staffing: Managing Careers in Organizations Spring or summer. 3 credits. Limited to 30 students. Prerequisites: ILR 210/510 and 260/560 or equivalent and permission of instructor.

B. Gerhart, S. Rynes.

Analysis of the movements of people within organizations and the management of career development processes. Selected topics include job search and choice processes, career planning methods and techniques, career and life stages, mentorships, employment security programs, midlife career changes, career and family integration, criteria for internal promotions, succession planning, and the role of performance evaluation and assessment centers in placement decisions.

660 Seminar in Personnel or Human Resource Studies Fall or spring. 3 credits.

Staff.

A "floating" seminar designed to give faculty and students an opportunity to pursue specific topics in detail, with an emphasis on theory and research. Topics vary from semester to semester. Interested students should consult current course announcements for details.

661 Applied Personnel and Organizational Development Practice Spring. 3 credits.

Prerequisite: undergraduates, I&LR 260; graduate students, I&LR 560 or equivalent.

Staff.

Deals with personnel development technique and organizational development intervention methodology. Students examine and practice group methods, feedback and processing technique, active listening, one-to-one counseling, behavior modeling, role playing,

the case method, team building, survey-guided intervention, and other relevant methods, techniques, and issues. This course combines pertinent literature with the opportunity for hands-on practice in a workshop setting. Students have responsibility for developing and delivering scholarly papers that explore a specific method, technique, and/or critical issue. In addition, a final project requires a comprehensive proposal that describes an organizational development intervention.

662 Managing an Organization through Simulation Training Spring or summer. 3 credits. Limited to a total of 40 ILR and hotel administration students, seniors and graduate students only. Prerequisite: I&LR 260 or 560 or equivalent, and permission of instructor.

W. Wasmuth.

Techniques of simulation are applied to a hotel banquet facility to enable students working in a small group (task force) to accomplish the following objectives: (1) plan and develop strategies to solve a variety of realistic problems in a supportive low-risk simulated setting; (2) provide direct feedback to the participants as to the effects of their decisions on ten organizational performance indicators, including morale, turnover, productivity, customer satisfaction, and profit/loss; (3) understand the interrelationships of the indicators and of various parts of an organization through an open systems approach; (4) develop an awareness of how group interaction effects the quality and timeliness of team decision making; (5) demonstrate communication skills in organizing and reporting significant results of team accomplishments. Also, each student will prepare an individual research project that focuses on some aspect of the simulation experience.

664 Seminar in Organizational Communication Spring. 3 credits. Permission of instructor.

W. Frank.

Seminar centers on selected issues and relevant research involved in the study of communication with formal organizations. Organizational structure and design, patterns of information flow, and individual and group determinants of communication effectiveness will be important concerns.

665 Case Studies in Personnel Administration Spring. 3 credits. Enrollment limited. Prerequisite: I&LR 260 or 560 plus two other courses in personnel and human resource studies and permission of instructor.

Staff.

An analysis of personnel management activities and their impact on organizational objectives and administration. Cases, incidents, and field data derived from a variety of institutional settings provide a framework for examining and explaining the various roles played by personnel managers. Students with a special interest in personnel are encouraged to use this course as a "capstone" to their studies.

666 Cost-Benefit Analysis for Human Resource Management Spring. 3 credits. Prerequisites: I&LR 260 or 560 or equivalent, I&LR 266, one course in statistics, one elective in personnel and human resource studies, and permission of instructor.

J. Boudreau.

This seminar explores how to account for the contribution of personnel and human resource management programs and decisions to achieving organizational goals. It emphasizes a systematic decision-making system that organizes the discipline of personnel and human resource management and can assist in planning and evaluating programs. Topics include the role of financial-accounting statements in managing personnel and human resources, cost-benefit analysis for programs, managing human resources as a profit center, and identifying personnel and human resource management constituents to address their goals.

668 Staffing: Employee Selection and Utilization Fall or spring. 3 credits. Prerequisites: I&LR 510/511 and 260/560 or equivalent, plus I&LR 266; working knowledge of factor analysis, item analysis, regression analysis, and ANOVA; and permission of instructor.

J. Boudreau, B. Gerhart, S. Rynes.

An analysis of the staffing process as applied to employing organizations. Topics include employment planning, recruitment, selection processes and techniques, legal issues in selection, and the relationship between staffing and other organizational practices.

669 Administration of Compensation Fall or spring. 4 credits. Limited to 30 students. Prerequisite: I&LR 260 or equivalent and permission of instructor.

B. Gerhart, G. Milkovich, R. Riskey, S. Rynes.
Major emphasis is on the decisions and issues involved in the design and administration of pay systems. Topics include behavioral and economic theories and research related to compensation administration, and factors influencing decisions about pay levels, hierarchies, forms, and administration of pay. Also focuses on the effects of various pay systems on employee behaviors and firm performance.

690 Personnel Information Systems Spring. 4 credits. Limited to 20 students. Prerequisite: I&LR 260 or 560 or the equivalent; I&LR 266; advanced electives in personnel; at least one course in statistics; and permission of instructor.

L. Dyer, B. Gerhart.
Explores the development, implementation, and management of computerized personnel information systems and their use in human resource management. Intermingles two types of activities. One (the more theoretical) involves the study of the essential components of such systems and the steps involved in designing and running them. The other (the more applied) involves the actual use of systems on both the PC (e.g., dBASE III PLUS) and the mainframe (e.g., SAS). Considerable in- and out-of-class time is spent working through a series of exercises that require (1) the identification of data needs, (2) the retrieval of appropriate data from one of two databases, (3) data analysis, and (4) data presentation. The objective is for students to develop the skills needed to become intelligent users of data base management systems in personnel work.

691 Human Resource Planning Spring. 4 credits. Limited to 35 students. Prerequisites: I&LR 560 or equivalent, one course in statistics, and permission of instructor.

L. Dyer, G. Milkovich.
The process of human resource planning as practiced by public and private employers. Included are topics such as forecasting human resource needs, programming, techniques to meet forecasted needs, and methods of controlling an organization's supply of human resources. The seminar is organized around a computer simulation game in which students make policy and program decisions for a fictional organization. Decisions are evaluated on the basis of their contributions to the organization's human resource and profit objectives.

692 Training the Displaced and Disadvantaged Fall or spring. 3 credits. Prerequisites: permission of instructor.

J. Bishop.
Examines public and private efforts to lower unemployment and underemployment of displaced and disadvantaged workers. The seminar examines the scope of the problem, its causes, and why specific programs have worked and others have not. Topics covered will include training for displaced workers, rehabilitation of the disabled, job-search training, tax credits for hiring, vocational training, literacy instruction, EEO, public service employment, assisting new business, and industrial policy. The seminar also investigates how the structure of the economy influences the ability of targeted training and job creation to achieve sustained reductions in unemployment and draws lessons from the experience of other societies.

693 Design and Administration of Training Programs Spring. 3 credits. Prerequisite: I&LR 560 or equivalent and permission of instructor.

W. Frank.
An analysis and exploration of the training and retraining function as applied in business, government,

and industrial organizations. Consideration is given to learning theory as well as to the concept framework and practical approaches with which learning activities are developed at the workplace at all levels.

694 Personal Computer Applications in Human Resource Management and Labor Relations Spring. 3 credits. Limited to 18 students. Prerequisites: I&LR 260 or 560 or equivalent; I&LR 266; at least one upper-level PHRS elective; basic statistics; and permission of instructor.

J. Boudreau, B. Gerhart.
Personal computers are gaining increasing use in organization decision making. This is true in human resource management and labor relations as well as in other areas. This course is designed to present students with current personal computer software packages and to explore how they can be used to improve human resource decision making. The course involves hands-on personal computer cases designed to present human resource situations that can be analyzed using PC applications. In addition, students will have opportunities to design their own applications and present them to the class.

695 Education, Technology, and Productivity Fall. 3 credits.

J. Bishop.
The seminar investigates the nexus between the education and training occurring in schools and at the workplace and the technological progressiveness, productivity, and competitiveness of firms, individuals, and nations. We will investigate (1) how technological progress is changing the nature of work and what this implies for reform of education and training, (2) why United States productivity has not increased in the past fourteen years, (3) how education and training contributes to the growth and competitiveness, (4) why educational achievement has declined, and (5) how the responsibility for education and training should be apportioned between individuals, firms, private nonprofit organizations, and government.

696 Personnel Administration and Government Regulations Fall. 3 credits. Prerequisite: I&LR 260 or equivalent.

R. Riskey.
A survey and analysis of government legislation and regulations affecting human resource management in nongovernment organizations, examining the framework within which management must operate. Government agencies' methods of enforcement of such regulations and the firms' responsibilities for failure to comply with these legal requirements are considered. Emphasis will be on human resource policy development and administration to meet legal requirements. Topics include FLSA, OSHA, ERISA, Employee Rights, Employment at Will, EAP, and Title VII.

760 Seminar in Personnel or Human Resource Studies Fall or spring. 3 credits. Prerequisites: I&LR 560, 510/511, and 669 and permission of instructor.

Staff.
A "floating" seminar designed to give faculty and students an opportunity to pursue specific topics in detail, with an emphasis on theory and research. Topics vary from semester to semester. Interested students should consult current course announcements for details.

761 Human Resource Economics and Public Policy Spring. 3 credits.

V. Briggs, J. Bishop.
A review of contemporary labor-market trends and theories as they relate to public policy efforts to develop the employment potential of the nation's human resources. Each of the major segments of the nation's educational training enterprise—elementary and secondary education, higher education, employer-provided training, apprenticeship, and special training programs for the disadvantaged—are examined in depth. Special policy issues pertaining to youth, rural workers, welfare reform, job creation, industrial policy, wage subsidies, and worker relocation will be examined. The role of research to policy formulation and methods of evaluation of social programs will be reviewed. Comparison will also be made with related European initiatives.

769 Topics in Compensation Theory and Research Fall. 3 credits. Prerequisites: I&LR 669. G. Milkovich.

Examines recent developments in theory, research, and practice related to compensation. Discussion emphasizes the relevance of theory and research to compensation decision making. Topics include agency and turnaround models, strategic perspectives on compensation, pay and benefit satisfaction models, gain sharing and other incentive schemes, and current trends in approaches to compensating employees.

798 Internship

For description see the section on Collective Bargaining, Labor Law, and Labor History.

799 Directed Studies

For description see the section on Collective Bargaining, Labor Law, and Labor History.

960 Workshop in Personnel and Human Resource Studies Fall or spring. 2 credits. Enrollment limited to M.S. and Ph.D. candidates. S-U grades only.

Staff.
The workshop is designed to provide a forum for the presentation and critical discussion of current research being undertaken by graduate students, faculty members, and invited guests in the field of personnel and human resource studies. All M.S. and Ph.D. candidates in the Department of Personnel and Human Resource Studies are urged to enroll; candidates in other departments are cordially invited to do so. Each participant will have an opportunity to benefit from the collective wisdom of the others in the formulation, design, and execution of his or her research, as well as to become current on the latest developments in the field.

Interdepartmental Courses

150 Employment Policy and Practice Fall or spring. 3 credits.

O. Mitchell.
The object of this course is to introduce non-I&LR students to labor market policy and practice. Throughout the semester we emphasize topical issues and problems, including effective compensation policy, the value of education and training, causes and consequences of women's work and poverty, racial differences in labor market status, the political economy of income support programs, the current and future status of labor unions, the impact of baby boomers on pay and promotion, the proper role of regulation in the labor market, the productivity gap, and how trade and migration affect wages and jobs. Other topics will be added depending on student interest.

151 Personnel Management for Managers Fall or spring. 3 credits. Not open to ILR students.

Staff.
A study of the personnel function in work organizations, with special emphasis on the responsibilities of managers and supervisors. After reviewing evidence from behavioral science research on factors affecting work behavior, such major personnel areas as recruitment, selection, and placement; training; compensation and benefits; and discipline are considered.

451 Science, Technology, and the American Economy Fall or spring. 4 credits. Common Learning Course.

V. Briggs.
Examines the influences of the growth of science and the spread of technology on the development of the American economy. Although attention will be given to evolutionary influences, the primary focus will be upon the post-World War II experiences as a result of the introduction of automation, robotics, and computer technology. The vantage point will be the linkage of these developments with employment, unemployment, income, and productivity considerations. Public policy issues such as research and development policy, the

role of national defense priorities, the development of the biotechnology industry, the agricultural revolution, savings and investment rates, retraining and education needs, etc., will be explored. The related experiences of other industrial nations will also be discussed.

452 Writing in Industrial and Labor Relations Fall or spring. 3 credits. Limited to 20 students.
J. Farley.

This course will require close reading of four books in the field of industrial and labor relations and careful writing about them. Students will also have an opportunity to practice writing about the world of work for different audiences with an eye to publication.

ILR Extension

Metropolitan

The following courses are open only to participants in the Extension Division in New York City. These courses are not open to undergraduate or graduate students matriculated in the Ithaca ILR programs. ILR Credit and Certificate Program courses at the Labor College are offered for four credits. Course and course credits earned in Extension Division certificate programs are not automatically accepted as transfer credits or as a basis of admission to the resident ILR undergraduate and graduate programs in Ithaca. Student applications for course transfer are evaluated by the ILR school on an individual basis.

260 Personnel Management Fall or spring. 3 credits.

Focuses on management of personnel in organizations. Deals with manpower planning, recruiting, selection, wage and salary administration, training, performance appraisal, organizational development, and the administration of personnel department activities. Special attention is paid to government manpower policy and its implication for personnel management.

301 Labor Union Administration Fall or spring. 3 credits.

A review of the operations of American unions, including a general theoretical framework but with major emphasis on practical operating experience. The course will consider the formal government of unions; organizational or institutional purposes and objectives and how these are achieved; underlying structure and relationship among members, locals, and national organizations; the performance of the primary function of organizing; negotiating; contract administration; and the effect of the Landrum-Griffin Act.

326 Sociology of Occupations Fall or spring. 3 credits.

Focuses on (1) the changing character of American occupations within the context of social change; (2) occupational status—differences in income, prestige, and power and the resultant general phenomenon of social stratification; (3) vertical and horizontal occupational mobility; (4) recruitment and socialization into occupational roles; (5) the process of professionalization; and (6) comparison of personnel occupations with the career and organizational patterns of other occupations. A major sociological theme is the relationship between occupational structure and workplace structure.

346 Economics of Collective Bargaining Fall or spring. 3 credits.

Economic aspects of the negotiation, terms, and effects of union-management agreements at the individual firm, industry regional, and national levels. Topics examined include forces influencing contract demands and terms, employer adaptation to higher wages and benefits; interindustry differences in competitiveness, firm size, and markets; regional location of industry, international competition; government regulations; labor supply; inflation, recession, and unemployment.

350 History of Industrial Relations in the United States Fall or spring. 3 credits.

This review of the history of industrial relations in the United States emphasizes developments in the twentieth century. The course concentrates on the American worker, both union and nonunion; labor movements; and the environmental forces that have shaped industrial relations in the United States. Readings are selected from scholarly accounts and original sources.

351 Collective Bargaining Fall or spring. 3 credits.

A comprehensive study of collective bargaining; the negotiation and scope of contracts; the day-to-day administration of contracts; the major substantive issues in bargaining, including their implication for public policy; and the problem of dealing with industrial conflict.

352 Labor Relations Law and Legislation Fall or spring. 3 credits.

A survey of the law governing labor relations. The legal framework in which the collective bargaining relationship is established and bargaining takes place is analyzed. Problems of the administration and enforcement of collective agreements are considered, as are problems of protecting individual employee rights in the collective labor relations context. Also serves as an introduction to the legal system and method and to legal and constitutional problems of governmental regulation of industrial and labor relations.

353 Statistics (Statistical Reasoning) Fall or spring. 3 credits.

An introduction to the basic concepts of statistics: description of frequency distribution (averages, dispersion, and simple correlation) and introduction to statistical inference. Prerequisite to certain specialized courses on applications of statistics offered in various departments.

354 Economics of Wages and Employment Fall or spring. 3 credits. Prerequisites: Economics 101—102 or equivalent.

An introduction to the characteristics of the labor market and to analysis of wage and employment problems. Among topics studied are the composition of the labor force, job-seeking and employment practices, methods of wage determinations, theories of wages and employment, economic effects of unions, the nature and causes of unemployment, and programs to combat joblessness and poverty.

355 Society, Industry, and the Individual I Fall. 3 credits.

The relationship between industry and the economy as a whole and its implications for other social institutions in American society (including stratification, politics, and American values) is discussed. The nature of industrial organizations and of complex organizations in general, emphasizing authority relations, goals, the division of labor, and bureaucracy.

356 Society, Industry, and the Individual II Spring. 3 credits.

Deals with the relationship between the individual and the organization and such basic psychological processes as need satisfaction, perception, attitude formation, and decision making. The individual is described and examined as a formal and informal group member. Within this area, particular emphasis is placed on leadership, problem solving, and conflict resolution.

420 Group Processes Fall or spring. 3 credits.

An advanced undergraduate and beginning graduate course emphasizing group development. Readings and discussion are concerned with interpersonal attraction, conformity, interaction process, leadership, group effectiveness, norms, etc. Laboratory experiences in group tasks are provided.

440 Health, Welfare, and Pension Plans Fall or spring. 3 credits.

An analysis and appraisal of private health, welfare, and pension plans. A consideration of the origin and

development of employer, union, and joint programs and a critical examination of the financing, administration, and general effectiveness of the plans.

602 Arbitration Fall or spring. 3 credits.

A study of the place and function of arbitration in the field of labor-management relations, including an analysis of principles and practices, the law of arbitration, the handling of materials in briefs or oral presentation, the conduct of an arbitration hearing, and the preparation of an arbitration opinion.

681 Labor Relations Law Fall or spring. 3 credits.

An advanced course in labor law, covering such topics as emergency labor disputes, legal problems of labor relations in public employment, labor and the antitrust laws, civil rights legislation, rights of individual employees and union members, and legal problems of union administration.

683 An Analysis of the Union Steward's Role Fall or spring. 3 credits.

The course is an examination of the steward's role in relation to the local union and to the workplace setting. Attention is directed to how industrial conflict, economics, technological constraints, social organization, and tactics and strategies of the steward are related. Consideration is also given to authority of the steward, to conflicting expectations associated with the role, and to comparative studies of stewards. In general, the steward's role is used as a focal point for understanding important aspects of the worksite and the union. The student is expected to write a research paper on a salient aspect of the steward's role and social structure.

684 Employment Discrimination and the Law Fall or spring. 3 credits.

An examination of legal problems involving employment discrimination based upon race, color, religion, sex, national origin, or age. The impact of developing principles of law on preemployment inquiries and testing, seniority and promotions, and other personnel policies, practices, and procedures will be discussed. The prerequisites of affirmative action under Executive Order No. 11246, as amended, will be analyzed. Special attention will be given to the role of state law in resolving employment discrimination claims and the procedural framework for raising and adjudicating such claims before administrative agencies and the courts.

686 Collective Bargaining in the Public Sector Fall or spring. 3 credits.

An examination of the development, practice, and extent of collective bargaining between federal, state, and local governments and their employees. The course will emphasize public policy issues related to sovereignty, unit determination, representation procedures, and the strikes against government.

689 Labor Education Fall or spring. 3 credits.

Prerequisite: permission of instructor.
An examination will be made of labor education, its origin, development, scope, form, functions, curricula, goals, issues, and roles in universities, unions, and other organizations. Attention will be devoted to various practical aspects associated with the administration of programs and to labor education as an occupation. The course will involve students in field activities in connection with current Extension Division programs.

Upstate

The following courses are open only to participants in the Extension Division's statewide credit programs in labor studies and management studies. These courses are not open to undergraduate or graduate students matriculated in the Ithaca ILR programs.

242 Public Sector Collective Bargaining Fall or spring. 3 credits.

This course is designed as an introduction to collective bargaining in the public sector. The course examines the historical development of bargaining in public employment, the evolution of state and federal and bargaining theory and practices, as well as impasse resolutions techniques frequently found in this sector.

Special emphasis will be given to developing an understanding of the similarities and differences between public and private sector bargaining and how this has affected tactics and strategies employed by the parties.

243 Growth of American Business and Management History

Fall or spring. 3 credits.
The growth and cycles of American business enterprise produced significant changes in education, government, work, the family, the ethnic composition of the population, and the landscape. As business and industry expanded, new methods evolved for managing these enterprises. This course will examine the development of managerial practices, the relationship of management to the work force, and the social ramifications of capitalist expansion.

251 Principles and Practices of Management

Fall or spring. 3 credits.
Presents the theory and processes of management with an emphasis on supervision. Management functions of planning, organizing, staffing, and evaluating are included. Concepts and theories are presented, and case studies are analyzed. Motivating people, exercising leadership, and effectively developing employees are emphasized.

252 Contract Bargaining

Fall or spring. 3 credits.
Examines the principles of contract bargaining, including bargaining environments and structures as well as standards used in bargaining. Students will learn to prepare bargaining demands, cost economic items, draft noneconomic contract language, negotiate economic and noneconomic issues, and resolve a contract bargaining impasse. The course will consider the impact of contract bargaining outcomes on workers, unions, employers, and the public.

253 Contract Administration

Fall or spring. 3 credits.
Focuses on the role of the steward in administering the union contract in the workplace. Students will evaluate grievance and arbitration contract clauses, the grievance procedure in practice, the role of the union steward, the role of local and international unions, negotiation of grievances, and preparation for arbitration. Students will analyze the impact of grievance and arbitration procedures on workers, unions, and employers.

254 Labor Law

Fall or spring. 3 credits.
Examines the principles of labor law by looking at social philosophy and the historical context of federal labor legislation from the 1930s. Students will concentrate on major provisions of the National Labor Relations Act, examining how the National Labor Relations Board and the federal courts have interpreted the national labor laws. Discussion will include new directions in labor legislation and interpretation with consideration given to the impact of labor law on workers, unions, and employers.

255 Labor History

Fall or spring. 3 credits.
Reviews American labor history from the perspective of workers' social dimensions of the development of the working class, reform and revolutionary movements, and the emergence of craft, industrial, and public employee unions. Included will be a discussion of the development of trade union institutions and leaders and the evolution of union political activities and collective bargaining. Special attention will be paid to the involvement of women and minority workers with unions.

256 Dispute Resolution

Fall or spring. 3 credits.
Examines third-party participation in dispute resolution in private and public sector collective bargaining. Development of dispute resolution methods in American labor relations; issues and practices in neutral, binding arbitration of grievances and mediation; conciliation; and fact-finding procedures will be discussed. We will also look at exclusive labor-management mechanisms to settle industry disputes.

257 Personnel Administration

Fall or spring. 3 credits.
Designed to provide an overview of personnel practices in the modern organization. It will focus on manpower planning, employment, training and development, motivation and compensation, and performance appraisal and communication for students who are currently supervisors or personnel practitioners or for those aspiring to those positions.

258 Organizational Behavior

Fall or spring. 3 credits.
Designed to illustrate how behavioral science theory leads to research and how theory and research provide a basis for practical application in business, industry, education, and government.

259 Union Administration

Fall or spring. 3 credits.
Focus is on the principles and practices of effective union administration. Students will study the dynamics of democratic organizations and the development of organizational leadership. The course explores alternative methods of decision making and lines of responsibility. The legal obligations of unions and union officials will be discussed and analyzed. The course also examines the structure and evolution of relationships inside the labor movement.

261 Introduction to Audio-Radio Production for Trade Unionists

Fall or spring. 2 credits.
Acquaints students with the powerful role that radio and other media play in carrying labor's message to the public. Students will learn basic writing, interviewing, and technical skills necessary for the production of radio programs. All students will be expected to participate in a class audio project.

357 Labor Education

Fall or spring. 3 credits.
An examination will be made of labor education and its origin, development, scope, form, functions, curricula, goals, issues, and roles in universities, unions, and other organizations. Attention will be devoted to various practical aspects associated with the administration of programs and to labor education as an occupation. The course will involve students in field activities in connection with current Extension Division programs.

358 Labor Education II

Fall or spring. 3 credits.
The course will be divided into two parts: Part I is planned to develop an understanding of the theories of program organization and administration, including budgeting, which is necessary if labor education is to be transferred to the local union level. Part II joins theory and practice in the effort to (1) provide rank and file union leaders with the opportunity to develop and use research skills, (2) garner subject matter expertise, (3) formulate course outlines from which to teach, and (4) select appropriate teaching methods and prepare materials for classroom use. Practice teaching is a necessary component of such an advanced course, again providing experiences that combine theory and practice.

359 Directed Studies in Labor Education

Fall or spring. 3 credits.
Designed to grant credit for fieldwork under the direction of members of the faculty. Third semester of an intensive training program in labor education for mature students with demonstrated ability to undertake independent work who have been carefully screened and selected for participation in this course. Combines 180 hours of fieldwork in a union education or related program with 3-hour seminars in the classroom. Classroom meetings are devoted to (1) in-depth analysis of union experiences in relation to labor education, theory, method and techniques, and (2) individual consultations.

360 Labor Education III

2 credits.
This is a course designed to give labor educators advanced teaching techniques and specific methodology for expanding their training. Instruction will be combined with practical teaching experience in three, three-hour laboratories. Students will learn to polish their presentation style by studying voice

projection, rhetorical techniques, timing and pacing of class units, controlling individual disruptors to the progress of the class, and, finally, summarizing the work accomplished.

Faculty Roster

Abowd, John M., Ph.D., U. of Chicago. Assoc. Prof., Labor Economics
Bacharach, Samuel, Ph.D., U. of Wisconsin. Prof., Organizational Behavior
Barley, Stephen R., Ph.D., Mass. Inst. of Technology. Asst. Prof., Organizational Behavior
Bishop, John H., Ph.D., U. of Michigan. Assoc. Prof., Personnel and Human Resource Studies
Blumen, Isadore, Ph.D., U. of North Carolina. Prof., Economic and Social Statistics
Boudreau, John W., Ph.D., Purdue U. Assoc. Prof., Personnel and Human Resource Studies
Boyer, George R., Ph.D., U. of Wisconsin. Asst. Prof., Labor Economics
Briggs, Vernon M., Jr., Ph.D., Michigan State U. Prof., Personnel and Human Resource Studies
Brooks, George W., M.A., Brown U. Prof. Emeritus, Collective Bargaining, Labor Law, and Labor History
Burton, John F., Jr., Ph.D., U. of Michigan. Prof., Collective Bargaining, Labor Law, and Labor History/Labor Economics
Clark, M. Gardner, Ph.D., Harvard U. Prof. Emeritus, Labor Economics/International and Comparative Labor Relations
Crivens, Thelma A., J.D., George Washington U. Asst. Prof., Collective Bargaining, Labor Law, and Labor History
Cullen, Donald E., Ph.D., Cornell U. Prof., Collective Bargaining, Labor Law, and Labor History
Daniel, Cletus E., Ph.D., U. of Washington. Assoc. Prof., Collective Bargaining, Labor Law, and Labor History
DeVault, Ileen A., Ph.D., Yale U. Asst. Prof., Collective Bargaining, Labor Law, and Labor History
Doherty, Robert E., Ed.D., Columbia U. Prof., Extension/Collective Bargaining, Labor Law, and Labor History
Donovan, Ronald, M.A., U. of Minnesota. Prof., Extension/Collective Bargaining, Labor Law, and Labor History
Dyer, Lee D., Ph.D., U. of Wisconsin. Prof., Personnel and Human Resource Studies
Ehrenberg, Ronald, Ph.D., Northwestern U. Prof., Labor Economics
Farley, Jennie T., Ph.D., Cornell U. Assoc. Prof., Extension
Fields, Gary S., Ph.D., U. of Michigan. Prof., Labor Economics
Frank, William W., Ph.D., Michigan State U. Prof., Extension/Personnel and Human Resource Studies
Gerhart, Barry A., Ph.D., U. of Wisconsin. Asst. Prof., Personnel and Human Resource Studies
Gold, Michael E., LL.B., Stanford U. Assoc. Prof., Collective Bargaining, Labor Law, and Labor History
Gamm, Cynthia L., Ph.D., U. of Illinois. Asst. Prof., Collective Bargaining, Labor Law, and Labor History
Gray, Lois S., Ph.D., Columbia U. Prof., Extension
Gross, James A., Ph.D., U. of Wisconsin. Prof., Collective Bargaining, Labor Law, and Labor History
Gruenfeld, Leopold W., Ph.D., Purdue U. Prof., Organizational Behavior
Hadi, Ali S., Ph.D., New York U. Asst. Prof., Economic and Social Statistics
Hammer, Tove H., Ph.D., U. of Maryland. Assoc. Prof., Organizational Behavior
Hutchens, Robert M., Ph.D., U. of Wisconsin. Assoc. Prof., Labor Economics
Jakubson, George H., Ph.D., U. of Wisconsin. Asst. Prof., Labor Economics
Katz, Harry C., Ph.D., U. of California at Berkeley. Assoc. Prof., Collective Bargaining, Labor Law, and Labor History
Korman, A. Gerd, Ph.D., U. of Wisconsin. Prof., Collective Bargaining, Labor Law, and Labor History
Lieberwitz, Risa L., J.D., U. of Florida. Asst. Prof., Collective Bargaining, Labor Law, and Labor History
Lipsky, David B., Ph.D., Massachusetts Inst. of Technology. Prof., Collective Bargaining, Labor Law, and Labor History

McCarthy, Philip J., Ph.D., Princeton U. Prof. Emeritus,
 Economic and Social Statistics
 Milkovich, George, Ph.D., U of Minnesota. Prof.,
 Personnel and Human Resource Studies
 Miller, Frank B., Ph.D., Cornell U. Prof. Emeritus,
 Personnel and Human Resource Studies
 Mitchell, Olivia S., Ph.D., U. of Wisconsin. Assoc. Prof.,
 Labor Economics
 Risley, Robert F., Ph.D., Cornell U. Prof., Personnel and
 Human Resource Studies/Extension
 Ross, Philip, Ph.D., Brown U. Prof., Collective
 Bargaining, Labor Law, and Labor History
 Rynes, Sara L., Ph.D., U. of Wisconsin. Assoc. Prof.,
 Personnel and Human Resource Studies
 Salvatore, Nicholas, Ph.D., U. of California at Berkeley.
 Assoc. Prof., Collective Bargaining, Labor Law, and
 Labor History
 Seeber, Ronald L., Ph.D., U of Illinois. Assoc. Prof.,
 Extension
 Smith, Robert S., Ph.D., Stanford U. Prof., Labor
 Economics
 Stern, Robert N., Ph.D., Vanderbilt U. Assoc. Prof.,
 Organizational Behavior
 Tolbert, Pamela S., Ph.D., U. of California. Asst. Prof.,
 Organizational Behavior
 Trice, Harrison M., Ph.D., U. of Wisconsin. Prof.,
 Organizational Behavior
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