

SCHOOL OF INDUSTRIAL AND LABOR RELATIONS

ADMINISTRATION

Harry C. Katz, dean

Robert Smith, associate dean, academic affairs

Suzanne Bruyere, associate dean, outreach

Gordon Law, librarian

Joseph Grasso, director, administrative services

Martin Wells, director, research

Regina Duffey Moravek, director, office of career services

Christopher Crooker, director, external relations

Laura Lewis, director, office of student services

William J. Sonnenstuhl, graduate faculty representative

Tove Hammer, editor, *Industrial and Labor Relations Review*

DEGREE PROGRAMS

	Degree
Industrial and Labor Relations	B.S.
	M.I.L.R.
	M.P.S.
	M.S.
	Ph.D.

THE SCHOOL

The School of Industrial and Labor Relations at Cornell (ILR) is a small school within a large university. It tries to maintain the small-college atmosphere expected of an institution that has about 800 undergraduates and approximately 200 graduate students, even as ILR students participate fully in the activities of the larger Cornell community.

ILR students study in modern, technologically advanced lecture halls, seminar rooms, and libraries.

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 outreach, (3) research, and (4) publications. It provides instruction to undergraduates and graduate students who are preparing for careers in industrial and labor relations, as well as to men and women already engaged in industrial relations activities and the general public through its Extension and Outreach.

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.

GRADUATE DEGREES

More than 150 students on the Cornell campus are enrolled in graduate study in industrial and labor relations, one of the largest graduate fields in the university. Students may work toward the degrees of master of industrial and labor relations, master of professional studies, master of science, and doctor of philosophy. For further information on graduate programs, contact the Graduate Office, School of Industrial and Labor Relations, Cornell University, 214 Ives Hall, Ithaca, NY 14853-3901.

DEPARTMENTS OF INSTRUCTION

Courses in the school are organized into six departments:

Collective Bargaining, Labor Law, and Labor History

The Department of Collective Bargaining, Labor Law, and Labor History brings together a diverse group of faculty members, all of whom are involved in researching and teaching about workers, employers, and the government policies that affect them. Our courses explore ILR issues in American society within a global framework using methods drawn from the social sciences, the humanities, and the legal professions.

Human Resource Studies

The Department of Human Resource Studies consists of world-class faculty members engaged in research, teaching, and practice. These faculty members play integral roles in the administration of the Center for Advanced Human Resource Studies (CAHRS), an ILR-based research center funded by over 50 corporations, and the ILR Executive Education Program, which offers advanced training to HR practitioners. The goal in teaching is to balance a rigorous academic research approach with a real-world practice orientation. In this way students are provided with state-of-the-art knowledge relevant to managing human resources in organizations.

International and Comparative Labor

The Department of International and Comparative Labor is concerned with industrial relations, unions, human-resource studies, and labor markets throughout the world. World-renowned faculty members are authorities on issues related to labor in Latin America, Europe, Asia, and Africa, as well as

North America, and bring this knowledge to bear on the courses they teach to prepare students to understand the global marketplace.

Labor Economics

The Department of Labor Economics deals with labor markets, that is, the institutional arrangements, terms, and conditions under which workers supply their labor and under which firms demand their labor. Faculty members are especially concerned with understanding the workings of labor markets and the effects of various public policies. The topics dealt with in courses and research include analysis of the labor force, employment and unemployment, wages and related terms of employment, income distribution, income security programs, health and safety in industry, retirement, pensions and social security, economic aspects of collective bargaining, and economic demography.

Organizational Behavior

The psychologists and sociologists in the Department of Organizational Behavior use discipline-based theoretical perspectives to examine an array of empirical workplace phenomena. Their teaching and research focus on the impact of environmental, technological, and interpersonal relationships on work group and organizational dynamics.

Social Statistics

Faculty members in the Department of Social Statistics conduct research in the field of economic and social statistics. In applying their research results to their teaching, they provide their students with cutting-edge training on the principles of statistical reasoning, statistical methods, and the application of statistical tools of analysis.

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 professional studies, 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 members and faculty committees to administer degree programs for the school and many of the school's support services. The office's responsibilities include admitting and orienting new students, maintaining students' personal and academic records, providing information on special study opportunities such as study abroad, and counseling students on personal and academic

concerns. The office also works closely with seniors who are planning graduate study.

Counseling and Advising

New students are advised 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 advisors for students who wish to consult with them regarding career possibilities in the field, research opportunities, postgraduate programs, or similar matters. Questions or issues related to graduation requirements, course registration, and related academic procedures should be directed to counselors in the Office of Student Services.

Multicultural Programs

The School of Industrial and Labor Relations values diversity and is responsive to the unique social, academic and cultural contributions and needs of multicultural students. The School is committed to providing students with support that will enhance academic achievement, career development, and personal growth. The assistant director for multicultural affairs in the Office of Student Services works in conjunction with many university programs to provide services that ensure academic success and an enjoyable quality of life for ILR students. For more information, see the Multicultural Affairs web site: www.ilr.cornell.edu/studentservices/advising/multicultural.

STUDY OPTIONS

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

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 opportunities are available in numerous countries and foreign universities. Qualified students may spend a semester or a full year studying abroad.

A number of ILR courses deal directly with today's workplace issues and involve fieldwork in the Ithaca area and elsewhere in the country.

With early planning, some students may apply for and earn the M.S. degree in the fifth year.

Minors

Students may pursue minors in any department in any college that offers them, subject to limitations placed by the department offering the minor or by the students' major. Completed minors will appear on the student's transcript. Not all departments offer minors. Consult the appropriate section in this catalog or contact the appropriate department for information on minors offered and how to pursue a minor.

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.

Leave of Absence or Withdrawal

Students who desire to withdraw or take a personal leave of absence from the university should schedule an interview with a counselor in the Office of Student Services. Counselors will assist students in contacting the appropriate offices or departments of the university, if necessary. All health leaves are handled by Gannett Health Center (www.gannett.cornell.edu).

REQUIREMENTS FOR GRADUATION

To earn the Cornell bachelor of science degree in industrial and labor relations, a student must successfully complete 120 credits. This requires eight semesters of full-time study (30 credits a year on average), including work done while on an approved credit internship or study abroad program. Those who enter the school as transfer students will be required to complete 4 to 6 semesters in full-time residence, depending on the number of full-time semesters completed at another institution. Exceptions may be made by petitioning the ILR Academic Standards and Scholarships Committee. Those enrolled in the employee degree program, who typically study on a part-time basis, will be exempt from this requirement.

New Curriculum Effective Fall 2008

First Year

FALL

First-year writing seminar*	3
ILR colloquium (introduction to ILR School, ILRID 1500)**	1
Introduction to Organizational Behavior (ILROB 1220)**	3
History of American Labor (ILRCB 1100)**	3
Introductory Microeconomics (ECON 1110)*	3
Elective	(3)
PE (university requirement)	

SPRING

First-year writing seminar*	3
Introductory Macroeconomics (ECON 1120)*	3
Electives	(9)
PE (university requirement)	

Sophomore Year

FALL

Statistical Reasoning (ILRST 2100)**	4
Labor and Employment Law (ILRCB 2010)**	3
Human Resource Management (ILRHR 2600)**	3

Advanced Writing†	3
Electives	(3)

SPRING

Collective Bargaining (ILRCB 2050)**	3
Economics of Wages and Employment (ILRLE 2400)**	3
Western Intellectual Tradition†	3
Cultural Perspectives†	3
Science and Technology†	3

Junior and Senior Years

ILR Elective courses—40 credits	40
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- Must include at least one course from an approved list in each of the following three areas: International and Comparative elective, Labor History elective, and Economic Policy elective
- Minimum of 24 credits of ILR course work, including 4950 Honors, 4990 Independent Study—with a maximum of 16 credits for non-ILR courses at Cornell as approved in ILR departments
- Maximum of 12 credits from foreign language or advanced math
- May include up to 9 credits for one semester abroad or 15 credits for a full year abroad
- Maximum of 16 credits in a credit internship program

Additional general elective credits (in addition to distribution requirements)	12
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Minimum total credits required for graduation	120
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*Required courses usually taken in the College of Arts and Sciences

**Required courses taken in the ILR School

†Distribution credits (courses you choose that satisfy requirements in certain categories)

Physical Education credit does not count toward the 120 credits

ILR Math Requirement

A student who took AP calculus in high school and scored a 3 or better on the AB exam or subscore of BC exam has fulfilled the ILR math requirement. If AP calculus wasn't completed, or if the scores noted above were not achieved, the student is expected to take and pass the ILR Math Assessment before registering for required courses in Statistics and Labor Economics.

The ILR Math Assessment is scheduled in August, January, and May. Those who do not pass in the first attempt are expected to register in an appropriate math course and pass the assessment *before the beginning of their third semester* in the school. Any student who cannot meet the requirement by the beginning of the third semester is enrolled for a terminal semester and is expected to leave the school thereafter.

Transfer students are expected to meet the same standards in math: either present the score required by Cornell University for AP calculus (AB or BC) credit or pass the ILR Math Assessment before being permitted to register in required courses in statistics or labor economics, with a terminal semester

possible after failing the assessment given at the beginning of a third semester as an ILR student.

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 semester begins or during the semester. Such requests must be directed to the Office of Student Services to avoid possible loss of academic credit.

Class Attendance

It is each student's responsibility to attend all scheduled classes unless excuses have been approved by the faculty members. In some courses an instructor may permit a maximum number of class absences without a grade penalty or recommend withdrawal 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 treatment at Gannett Health Center or by another physician;
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.

STANDING AND GRADES

Academic Integrity

In 1987 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;

4. giving fraudulent assistance to others;
5. fabricating data in support of 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 (cunfo.cornell.edu/Academic/AIC.html).

Dean's List

A Dean's List is compiled for each of the four undergraduate classes each semester 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 semester 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 semester of 12 letter-graded credits;
3. completion of all courses registered for at the beginning of the semester;
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 semester:

1. an average of C (2.0) 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 (2.0) for all completed semesters.

If at the end of any semester 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 who does not improve after the written warning, he or she may be placed on a required leave of absence for one or two semesters.

Involuntary Separation from the School for Academic Reasons

A student may be placed on a required leave of absence at the end of any semester when he or she has failed:

1. to establish good standing after a semester on warning;
2. to maintain an average of 2.0 in any semester after a previous record of warning;
3. to achieve good standing after being on warning any two previous semesters;
4. two or more classes in one semester or has a semester average of 1.0 or below.

The Academic Standards and Scholarships 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 2.0.

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 semester;
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 (INC) is assigned when a course has not been completed for reasons that are acceptable to the instructor. It is understood that the work will 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 the work may be made up must be made with the instructor. The school's policy allows a maximum of two full semesters 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

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.

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.

Credit Internship Program

The ILR Credit Internship Program affords our advanced undergraduates (juniors and seniors) opportunities to enhance their understanding of the field of industrial and labor relations by

working for a semester (approximately 15 weeks) in one of the professional careers it encompasses. The Credit Internship Program operates both domestically and internationally, from Washington, D.C., New York City, and Los Angeles to Geneva, London, Kuala Lumpur, and Beijing, among many other locations. For more information, please visit ILR's Off-Campus Programs office in 381 Ives East and the ILR Credit Internship web site: www.ilr.cornell.edu/creditinternships. You are also welcome to send e-mail to Brigid Beachler, assistant director of off-campus credit programs, at bk30@cornell.edu.

Summer Internships

What is a summer internship? During the summer, a student who works in a job that is related to industrial and labor relations may find that the employer refers to that job as an internship. Their terminology differs from that used by ILR and Cornell to refer to credit-bearing internships. Academic credits earned: ILR considers an internship to be a learning experience engaged in during the academic year, for which students earn academic credit, are supervised by a faculty member, are evaluated, have a grade recorded, and pay tuition. With very few exceptions (the Clem Miller Scholarship, Saul Wallen internship, Chaim and Ida Miller Scholarship, all of which are summer support provided to selected ILR students) summer employment has little in common with the semester credit internship program. Approval is required in advance. Some companies tell students that they cannot be employed unless they receive academic credit for a summer internship. Cornell does not grant credit unless a student is registered, pays tuition, has a faculty supervisor, and is in a position approved for internship credit.

Programs in Washington

Interns work a minimum of 30 hours per week for the 15 weeks of the semester with approved organizations addressing issues of work and workplace relations. Students are also required to complete a comprehensive research project, related to their internship, that is graded by their ILR faculty supervisor. Students will also be required to take a 4-credit public policy course for ILR credit. Interns will receive a total of 16 ILR elective credits.

ILR/UCD Semester in Dublin Program

The ILR/UCD Semester in Dublin Program is the educational centerpiece of a comprehensive collaboration between the ILR School at Cornell University and the Quinn School of Business at University College Dublin. The program's purpose is to afford eligible ILR undergraduate students (juniors and seniors) opportunities to enhance their understanding of various international dimensions of the field of industrial and labor relations through courses taught by leading scholars at one of Europe's most vibrant and dynamic universities. The curriculum consists of three required courses: European Industrial Relations and Human Resource Management, Multinationals in the Global Economy, and Irish History and Culture. In addition, students will select one elective course related to the ILR field. Students will receive 12 ILR elective credits for the three ILR-related courses and three transfer credits for the Irish History and Culture course, for a total of 15 credits. For more information, please visit our web site:

www.ilr.cornell.edu/dublin, or contact Brigid Beachler, assistant director of off-campus credit programs, at bk30@cornell.edu.

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 4 credits each semester) to research, write, and then defend the thesis.

Study Abroad

ILR students who plan to study in another country most often do so in the junior year, occasionally in the senior year. They may study in one of the programs that is sponsored by Cornell, in one sponsored by another institution and endorsed by Cornell, or in an approved externally sponsored program. Information about study abroad is available in OSS (101 Ives Hall) or the Cornell Abroad office (300 Caldwell Hall).

Students are expected to register for a full course load, the equivalent of 15 credit hours in a semester or 30 hours in a year, when they study abroad. Some courses will be the equivalent of general elective credit or distribution credit, but others may be accepted as ILR elective credit if evaluated and approved by the relevant ILR department chairs. A student may satisfy up to 9 hours of the ILR elective credit in a single semester abroad and up to 15 hours in a year of foreign study.

Application for foreign study requires that the student meet the Cornell deadlines as well as those specified by the program(s) of interest. Applications include tentative class schedules, recommendations from faculty members, approval of the application by an ILR faculty committee, essays, and transcripts. After being approved in ILR, the application is sent to the Cornell Abroad office and then to the program for which the student is applying. For more information, contact Kevin Harris, associate director of student services, 101 Ives Hall, 255-2223, kfh4@cornell.edu, or the Cornell Abroad office, 300 Caldwell Hall, 255-6224, Abroad@cornell.edu, www.cuabroad.cornell.edu.

COLLECTIVE BARGAINING, LABOR LAW, AND LABOR HISTORY

I. DeVault, chair (340 Ives Hall, 255-3055); A. Colvin, M. Cook, J. Cowie, C. Daniel, R. Givan, M. Gold, K. Griffith, J. Gross, H. Katz, S. Kuruvilla, R. Lieberwitz, D. Lipsky, N. Salvatore, L. Turner

ILRCB 1100 Introduction to U.S. Labor History

Fall and spring. 3 credits. R. Applegate, J. Berger, J. Cowie, C. Daniel, I. DeVault, and N. Salvatore.

Introductory survey covering the major changes in the nature of work, the workforce, and the institutions involved in industrial relations from the late 19th century to the present.

ILRCB 1200 Introduction to Disability Studies

Fall. 2 credits. M. Gold.

A survey of the facts and issues that affect individuals with disabilities. Topics may include history of the treatment of disabilities; disability in literature; models of disability; disability in education, employment, health care, and the media; mental health and disability; accessible designs; and technologies for the disabled.

ILRCB 2010 Labor and Employment Law

Fall and spring. 3 credits. M. Gold,

J. Gross, K. Griffith, and R. Lieberwitz.

Survey and analysis of the law governing labor relations and employee rights in the workplace. The first half of the course examines the legal framework in which collective bargaining takes place, including union organizational campaigns, negotiations for and enforcement of collective bargaining agreements, and the use of economic pressure. The second half surveys the laws against discrimination based on race, religion, sex, national origin, age, and disability. Also serves as an introduction to judicial and administrative systems.

ILRCB 2050 Collective Bargaining

Fall and spring. 3 credits. A. Colvin, R. Givan, R. Hurd, H. Katz, D. Lipsky, R. Seeber, and L. Turner.

Comprehensive introduction to industrial relations and collective bargaining in the United States; the negotiation, scope, and day-to-day administration of contracts; the major substantive issues in bargaining, including their implication for public policy; industrial conflict; the major challenges facing unions and employers today; U.S. industrial relations in international and comparative perspective.

ILRCB 2060 Writing Seminar in Law

Fall or spring. 3 credits. Limited to 15 students. Fulfills sophomore writing requirement. L. Adler, M. Gold, J. Gross, K. Griffith, and R. Lieberwitz.

Topics change depending on semester and instructor.

ILRCB 2061 Citizenship, Race, and Class in 20th-Century America

Fall. 3 credits. Fulfills sophomore writing requirement. J. Berger.

Explores the ways Americans have defined what it means to be a citizen of the United States. How have understandings of race and ethnicity influenced immigration policy and determined who can or cannot become a citizen? Why do some members of minority groups argue they historically have had only second-class citizenship? What types of benefits and rights should citizenship entail?

ILRCB 2063 Body, Mind, and Soul

Fall. 3 credits. Fulfills sophomore writing requirement. J. Cowie.

Bruce Springsteen once said that Elvis Presley freed our bodies and Bob Dylan freed our minds. Ever since then, Springsteen has been working on our souls. This sophomore writing seminar will hone our analytical and writing skills by examining the historical context and artistic expressions of these three icons of the fifties, sixties, and seventies respectively. We will explore the roots of each artist's work in relationship to history, race, gender, class, postwar culture, politics, as well as each other. This writing seminar will require an intensive amount of reading, writing, and re-writing in

order to penetrate the complexities of these artists' contributions to American culture.

ILRCB 2070 Writing Seminar in History

Fall or spring. 3 credits. Limited to 15 students. Fulfills sophomore writing requirement. R. Applegate, J. Berger, J. Cowie, C. Daniel, I. DeVault, and N. Salvatore.

Topics change depending on semester and instructor.

ILRCB 2080 Writing Seminar in Collective Bargaining

Fall or spring. 3 credits. Limited to 15 students. Fulfills sophomore writing requirement. K. Bronfenbrenner, A. Colvin, R. Givan, J. Gross, R. Hurd, H. Katz, and D. Lipsky.

Topics change depending on semester and instructor.

ILRCB 2090 Work and Labor in the Global Economy

Spring. 3 credits. Limited to 20 students. Fulfills sophomore writing requirement. K. Bronfenbrenner.

Examines the evolution of American workplace in the past 20 years in the context of the global economy. Through a combination of nonfiction, fiction, workplace site visits, worker interviews, guest speakers, and weekly short writing assignments, students explore the changing nature of corporate structure, the workplace, the work process, and workers' lives in a range of occupations in five different sectors of the economy: IT, manufacturing, public sector, health care, and casual labor. Guest speakers include workers, union leaders, and employers from companies in the target sectors and site visits are made to both union and nonunion facilities. Particular emphasis is placed on exploring how work, workers, and communities have been impacted by globalization.

ILRCB 3010 Labor Union Administration

Fall. 4 credits. R. Hurd.

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 context 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. Examines the role of union leaders and the strategic choices they make. Attention is given to current developments in the labor movement and to the eternal problems of attaining union democracy.

ILRCB 3020 Strangers and Citizens: Immigration and Labor in U.S. History

Fall or spring. 4 credits. I. DeVault.

Explores immigrant workers' experiences in the 19th and 20th centuries from different perspectives. Students examine what it meant to the immigrants themselves to arrive as strangers in the United States while also examining the ways in which preexisting American groups defined these immigrants as "strangers." Similarly, students look at U.S. citizens in their roles as greeters of immigrants, detractors of immigrants, and as models for the aspirations of immigrants. The

main examples are taken from the industrial and union realms.

ILRCB 3030 Working-Class America in Mass Media and Popular Culture

Spring. 4 credits. J. Cowie.

Examines a variety of representations of working people found in commercial popular culture throughout the 20th century as a means to explore the ways in which history, memory, and politics are shaped through popular discourse. Uses sources as diverse as popular music, Hollywood movies, the mainstream press, and television sitcoms to understand the ideological and political influences on our pre-conceptions of workers, and how those forces influence our notions of authenticity, the historical experience, and the politics of social class.

ILRCB 3040 Special Topics: Labor History

Fall or spring. 4 credits. Prerequisite: permission of instructor. R. Applegate, J. Cowie, C. Daniel, I. DeVault, and N. Salvatore.

Undergraduate seminar whose topic changes depending on semester and instructor.

ILRCB 3042 Varieties of American Dissent, 1880-1990 (also AMST/HIST 3240)

Spring. 4 credits. N. Salvatore.

The idea of dissent in American society raises a variety of images. Civil rights activists, striking workers, and student radicals of the 1960s are familiar enough symbols of dissent. But might we understand a Pentecostal believer, filled with the spirit of his or her God in critiquing contemporary society, as an example of American dissent? This course explores the varieties of economic, political, and cultural dissent in American between 1880 and 1990, and examines how understanding dissent in its specific historical context illuminates major aspects of American life and culture.

ILRCB 3060 Recent History of American Workers: From the '60s through the '90s

Fall. 4 credits. J. Cowie.

Focuses on the social history of American workers and the role of organized labor in American life since the 1960s. Course themes often center on the complexities of social class in the United States. Topics include the transformations of liberalism, the civil rights and black power movements, the Vietnam War, the rise and fall of the New Left, industrial restructuring, the rise of neoconservatism, changes in civic identity, and sources of cultural conflict. Course ends with an examination of globalization, changes in the major political parties, the future of work, and prospects for social change.

ILRCB 3070 U.S. Business History: The Changing American Corporation

Spring. 4 credits. R. Applegate.

Surveys the changing organization of business firms in the United States since the Civil War, with a central focus on the historically dominant form of American business organization: the large industrial corporation. Course work covers the distinctive features and historical significance of the corporations known as "big business" by investigating the circumstances of their creation, successive phases of their organizational restructuring, the expanding reach of their managerial controls from firms to industries and markets,

and the enduring contest over their governance.

ILRCB 3071 Governing Economic Development: The U.S. Experience

Fall. 4 credits. R. Applegate.

Surveys the history of U.S. economic development from the perspective of the governance structures created to organize and control economic activity, emphasizing the changing regulatory roles of public and private institutions. Course work covers successive periods of economic development: a comparison of the "old liberal" governance regimes of the 19th century with the "new liberal" regimes created in the 20th century is followed by an investigation of the post-1970s contest between "neoliberal" and "neoprogressive" forms of economic regulation.

ILRCB 3072 Union Advocacy for Equality and Social Justice

Fall or spring. 2 credits. R. Hurd.

An exploration of the U.S. labor movement's relatively recent embrace of immigrant rights and support for the concerns of lesbian, gay, bisexual, and transgender workers. Also a review of labor's longer-term involvement in the women's rights and the civil rights movements. Attention to the role of labor constituency groups including Coalition of Labor Union Women, Asian Pacific American Labor Alliance, A. Phillip Randolph Institute, Coalition of Black Trade Unionists, Labor Council for Latin American Advancement, and Pride at Work. Also individual union political advocacy and targeted bargaining innovations related to equality and social justice.

ILRCB 3830 Workers' Rights as Human Rights

Fall or spring. 4 credits. J. Gross.

Examines U.S. domestic labor law and policy using internationally accepted human rights principles as standards for judgment. Considers the idea of human rights, its philosophical and moral origins, and introduces the legal and social obligations of both governments and nonstate actors to respect the human rights of workers. Topics include the Universal Declaration on Human Rights, ILO International Labor Standards, the Declaration on Fundamental Principles and Rights at Work, workers' freedom of association and the right to organize and collectively bargain, occupational health and safety, discrimination, forced labor, child labor, migrant labor, labor rights defined in international trade agreements, the value judgments underlying labor policy choices, and the struggle for enforcement of human rights standards nationally and internationally. The course examines these topics in an internationally comparative context and includes presentations and discussions from international experts on various human rights issues.

ILRCB 3850 African American Social History, 1865 to 1910: The Rural and Urban Experience

Fall. 4 credits. N. Salvatore.

Examines the experience of black Americans from Emancipation through the experience of the first generation born after slavery. Topics include the changing nature of work; political organization and the rise of Jim Crow; protest, accommodation, and separatism; and the continued evolution of black social and cultural expression after slavery.

ILRCB 3860 African American Social History, 1910 to the Present: Race, Work, and the City

Spring. 4 credits. N. Salvatore.

Examines the experience of black Americans from the start of the Great Migration just before World War I. Topics include the effects of migration on work experiences and unionization patterns, the impact of depression and two world wars on black social structure and economic status, the growth of the Civil Rights movement, and the impact of migration and urbanization on a variety of social and cultural institutions.

ILRCB 3880 Unfree Labor: Servants, Slaves, and Wives

Spring. 4 credits. I. DeVault.

Examines various forms of unfree labor, mostly in the antebellum (pre-Civil War) era in the United States. Will look at the situation of indentured servants and apprentices, African slaves, and wives of all social classes, reading both autobiographical and historical studies. Will also discuss the contrasts and interrelationships among these different groups of early American workers.

ILRCB 4000 Union Organizing

Spring. 4 credits. Prerequisites: ILRCB 2010/5010, 2050/5000. K. Bronfenbrenner.

Examines the theory, practice, and strategy of organizing in a global economy. Addresses current challenges facing unions organizing in both the public and private sector, in certification elections and card check campaigns. Topics include review of organizing theory, the social and political context of current organizing, the debate on organizing policy and labor law reform, worker attitudes toward organizing, changing employer strategies and tactics, staffing and financing organizing campaigns, strategic targeting, organizing styles and tactics, changing demographics of newly organized workers, organizing outside the labor board process, and the limits and possibilities of organizing on a global scale.

ILRCB 4020 Migrant Workers (also HIST/LATA/LSP 4310)

Spring. 3 credits. R. Craib.

For description, see LSP 4310.

ILRCB 4030 The Economics of Collective Bargaining in Sports

Fall or spring. 4 credits. L. Kahn.

Surveys economic and industrial issues in the sports industry. Topics include salary determination, including free agency, salary caps, salary arbitration; competitive balance and financial health of sports leagues; antitrust issues in sports; labor disputes, union history, and contract administration issues in sports leagues; discrimination in sports; and performance incentives.

ILRCB 4040 Contract Administration

Fall. 4 credits. Prerequisites: ILRCB 2010/5010, 2050/5000. K. Bronfenbrenner.

Focuses on the practice, nature, and challenges of union representation under collective bargaining agreements. Working with union contracts, constitutions, and by-laws from a diversity of national and local public and private sector agreements, the course examines how U.S. unions represent their members in different industries and different collective bargaining environments. Issues addressed include union representative/steward rights and responsibilities, contract enforcement structures and practice, access to

information, new work systems, hours of work and scheduling, contingent staffing arrangements, workplace discrimination, health and safety, promotional opportunities, downsizing, leadership development, membership involvement and commitment, internal organizing, community coalition building, and decertification campaigns. Students practice hands-on work in interpreting contract language and preparing and presenting grievances and unfair labor practices.

ILRCB 4050 Employment Law I

Fall. 4 credits. Prerequisites: ILRCB 2010, 5010, or permission of instructor.

Attendance and participation mandatory. May be taken either before or after ILRCB 4051. L. Adler.

Takes a similar approach to ILRCB 4051, but the subject matter differs. Topics include employment at will and its exceptions; the role of the Constitution in the U.S. workplace; the law of electronic and traditional privacy at work; and the slowly evolving rights of contingent workers in the old and new economies. One study reviews primarily federal and state court decisions and focuses upon the way that employees' rights are advanced or constricted by law. There are considerable reading responsibilities.

ILRCB 4051 Employment Law II

Spring. 4 credits. Prerequisites: ILRCB 2010, 5010, or permission of instructor.

Attendance and class participation mandatory. May be taken either before or after ILRCB 4050. L. Adler.

Takes a similar approach to ILRCB 4050, but the subject matter differs. Topics include the meaning and validity of preemployment arbitration agreements; the critical distinctions in the status and thus the rights of employees, independent contractors, and contingent workers; what rights the working poor, the homeless, and welfare individuals have on the "job;" and the origin and application of the workers' compensation laws that apply when people are injured or contract disease from their work. One study reviews primarily federal and state court decisions and focuses on the way that employees' rights are advanced or constricted by the law. There are considerable reading responsibilities.

ILRCB 4060 Hospitality Industry Labor Relations (also HADM 4481)

Spring. 4 credits. R. Hurd and D. Sherwyn.

Critical labor relations issues facing the hospitality industry. The impact of the structure and performance of the industry on the collective bargaining environment. Labor relations strategy of UNITE-HERE, the key union representing hospitality industry workers. Labor relations strategies of selected hospitality industry corporations. Labor-management partnerships. Neutrality, union organizing, and the expanding reach of hospitality industry labor relations. All students will participate in simulated organizing campaigns and contract negotiations. Representatives of management and unions will address the class on key contemporary developments.

ILRCB 4070 Contemporary Trade Union Movement

Spring. 4 credits. Prerequisites: undergraduates, ILRCB 1100; graduate students, ILRCB 5020. R. Hurd.

Examination of contemporary trade union issues, including union power, political action,

collective bargaining approaches, and organizing efforts. Covers structural, functional, and strategic aspects of contemporary unions. Speakers from the union movement address the class.

ILRCB 4820 Ethics at Work

Fall or spring. 4 credits. Prerequisite: junior or senior standing or permission of instructor. M. Gold.

Examines major theories of ethics, then applies them to issues in the employment relationship such as genetic screening of job applicants, random drug testing of employees, affirmative action, discipline for off-duty conduct, whistle-blowing, worker safety and cost/benefit analysis, comparable worth, strikes by employees providing crucial services, and crossing a picket line.

ILRCB 4860 Collective Bargaining in Public Sector

Fall or spring. 4 credits. Prerequisites: ILRCB 2010 and 2050/5000. L. Adler.

Examines the history of public employees' collective bargaining and other workplace rights. Emphasis is placed on the current trade-offs between municipal and state governments and their unionized employees in New York City and state, although trends in other states, the federal sector, and in certain EU countries are also examined. Topics include representation rights, public sector workers ability to leverage their power, unfair labor practices, impasse procedures, the scope of collective bargaining, and a limited treatment of the U.S. constitution in the public workplace. Examination of the development, practice, and extent of collective bargaining between federal, state, and local governments and their employees. Throughout, we are mindful of how the exercise of public employee rights impacts municipal, state, and federal public policy labor market considerations. There are several prominent guest speakers.

ILRCB 4880 Liberty and Justice for All

Fall or spring. 4 credits. Prerequisite: junior or senior standing or permission of instructor. M. Gold.

Examines major theories of ethics, then applies them to contemporary issues such as affirmative action and reverse discrimination, the right to life (from abortion to capital punishment), comparable worth, and constitutional rights such as freedom of speech.

ILRCB 4950 Honors Program

Fall and spring (yearlong). 4 credits each semester. Students are eligible for ILR senior honors program if they (1) are in upper 20 percent of their class at end of junior year; (2) propose an honors project, entailing research leading to completion of a thesis, to an ILR faculty member who agrees to act as thesis supervisor; and (3) submit project, endorsed by proposed faculty sponsor, to 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

chair, and a representative of the Academic Standards and Scholarship Committee.

ILRCB 4970-4980 Field Research, Internship

Fall and spring. 4970, 4 credits; 4980, 8 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 director of off-campus credit programs. Upon approval of the internship, the Office of Student Services will register each student for 4970, for 4 credits graded A+ to F for individual research, and for 4980, for 8 credits graded S-U, for completion of a professionally appropriate learning experience, which is graded by the faculty sponsor.

ILRCB 4990 Directed Studies

Fall and spring. 4 credits. Staff.

For individual or group research projects conducted under the direction of a member of the ILR faculty, in a special area of labor relations not covered by regular course offerings. Sophomores, juniors, and seniors with a preceding semester of 3.0 semester average are eligible to submit projects for approval by the Academic Standards Committee. Students should consult with a counselor in the Office of Student Services at the time of CourseEnroll to arrange for formal submission of their directed study.

ILRCB 5000 Collective Bargaining

Fall. 3 credits. Prerequisite: graduate standing. Recommended: previous or concurrent enrollment in ILRCB 5010.

A. Colvin, H. Katz, and S. Kuruvilla.

Comprehensive introduction to the industrial relations system of the United States. Covers the negotiation, scope, and day-to-day administration of contracts; union and employer bargaining structures; implications of industrial relations issues for U.S. competitiveness and public policy; industrial conflict; and U.S. industrial relations in international and comparative perspective.

ILRCB 5005 Employee Benefits: Law, Policy, and Practice

Fall, seven-week course, 2 credits.

L. Compa.

Offers a general overview of the basics of ERISA, retirement plans, and health insurance, with some additional treatment of other employee benefits such as sick leave, parental leave, and child care. We will examine these issues in (1) a policy context, since health insurance and pension protection will be at the top of the national policy agenda with a new administration and congress in Washington; and (2) a collective bargaining context, since bargaining over employee benefits present sharp challenges to employer and union negotiators.

ILRCB 5010 Labor and Employment Law

Fall. 3 credits. Prerequisite: graduate standing. A. Colvin, L. Compa, M. Gold, K. Griffith, and R. Lieberwitz.

Survey and analysis of the law governing labor relations and employee rights in the workplace. The first half of the course examines the legal framework in which collective bargaining takes place, including union organizational campaigns, negotiations for and enforcement of collective bargaining agreements, and the use of economic pressure. The second half surveys additional

issues of rights in employment, including such topics as employment discrimination, the developing law of "unjust dismissal," and union democracy. Also serves as an introduction to judicial and administrative systems.

ILRCB 5020 History of Industrial Relations in the United States since 1865

Fall or spring. 3 credits. Prerequisite: graduate standing. J. Cowie, C. Daniel, I. DeVault, and N. Salvatore.

Introductory survey course emphasizing historical developments in the 20th century. Special studies include labor union struggles over organizational alternatives and such other topics as industrial conflicts, working-class lifestyles, radicalism, welfare capitalism, union democracy, and the expanding authority of the federal government.

ILRCB 5040 The U.S. Industrial Relations System

4 credits. Offered only in New York City for M.P.S. program. Staff.

Examines the development, operation, and outcomes of the U.S. industrial relations system in a comparative context. Specifically, the course contrasts the American experience with industrial relations institutions and outcomes with the experience of several other countries in Europe and Asia. Students look at the process of union formation, the practice of collective bargaining at different levels, the methods of dispute resolution, and the legal regime germane to industrial relations. The course also focuses on both processes and outcomes of different country systems, focusing on the degree of collaboration or conflict, wage levels and wage inequality, and practices in different industries and firms. Finally the role played by industrial relations and human resource policy in economic and social development in these nations is addressed.

ILRCB 6000 Special Topics: Labor Law

Fall or spring. 4 credits. Prerequisite: permission of instructor. Open to graduate students and upper-division undergraduates. Sem. A. Colvin, L. Compa, M. Gold, K. Griffith, and R. Lieberwitz.

Topic changes depending on semester and instructor.

ILRCB 6011 Negotiation: Theory and Practice

Fall or spring. 4 credits. Prerequisites: background in economics and social sciences, or permission of instructor. D. Lipsky and R. Seeber.

Deals with negotiation and bargaining, focusing on process, practice, and procedures. Concentrates on the use of negotiation and bargaining to resolve conflicts and disputes between organizations and groups. Discusses various theories of negotiation, including conventional, "positional" bargaining, interest-based bargaining, the use of power in negotiation, and game theoretic approaches to bargaining. Examples, cases, and exercises are used to illustrate general principles. This is a generic negotiation course and thus does not deal with labor relations nor does it focus on any particular type of negotiation. Rather, it examines negotiation and bargaining generally, using examples drawn from several contexts, including employment relations, environmental disputes, real estate transactions, and other settings.

ILRCB 6012 Managing and Resolving Conflict

Fall or spring. 4 credits. Prerequisite: background in economics and social sciences or permission of instructor.

A. Colvin, D. Lipsky, and R. Seeber.

Deals with managing and resolving workplace conflicts and examines dispute resolution and conflict management in both union and nonunion settings. The course covers two related topics: (1) Third-party dispute resolution, including alternative dispute resolution (ADR). This part focuses primarily on the use of mediation and arbitration but also deals with other dispute resolution techniques, such as fact-finding, facilitation, peer review, and the ombuds function; (2) Conflict management in organizations, including the recent development of conflict management systems. The course reviews the factors that have caused the growth of ADR and conflict management systems, and it provides instruction on the design, implementation, and evaluation of such systems.

ILRCB 6014 Industrial Relations in Transition

Spring. 4 credits. Prerequisite: senior or graduate standing. 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. Reviews 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. Also reviews the counterarguments and evidence put forth by those who believe no such transformation is under way. Course material focuses on industrial relations practice in the private sector in the United States, although some attention is paid to developments in Western Europe, the United Kingdom, and Japan.

ILRCB 6018 Current Issues in Collective Bargaining: Theory and Practice

Spring. 4 credits. K. Bronfenbrenner.

Examines the theory and practice of the collective bargaining process in the past three decades. This will be achieved both through a review of recent literature on bargaining theory and through the analysis and evaluation of a series of collective bargaining campaigns from a variety of industries, unions, strategic models, and outcomes both in the United States and around the world, starting with the Phelps Dodge Strike in 1982 and ending with recent contract campaigns with large transnational firms, which students will research and write about as their final paper. Subjects addressed will include changing bargaining climate, bargaining theory, variations in bargaining structures and practices, union and company power analysis, role of membership in bargaining, interest-based bargaining, bargaining with transnational firms, comprehensive and cross-border campaigns, strikes and lockouts, community labor coalitions, bargaining in an era of global economic crisis, and bankruptcy and bargaining.

ILRCB 6019 Dispute Resolution Practicum

Spring. 2 credits. Limited to 20 students. D. Lipsky, R. Seeber, and R. Scanza.

Purpose is to link classroom discussion and analysis of arbitration and mediation with opportunities for students to observe actual arbitration and mediation cases. The course is designed to be an advanced seminar for graduate and undergraduate students who have a serious interest in pursuing a career in arbitration or mediation. Classroom discussions and readings will focus on both labor arbitration and mediation (i.e., the use of arbitration and mediation in unionized settings) and employment arbitration and mediation (i.e., the use of arbitration and mediation in cases involving nonunion employees).

ILRCB 6020 Arbitration

Fall and spring. 4 credits. Limited to 21 students. Prerequisites: ILRCB 2010, 2050, 5000, and 5010. A. Colvin, J. Gross, and R. Lieberwitz.

Study 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 a mock arbitration hearing, and the preparation of arbitration opinions and post-hearing briefs.

ILRCB 6040 Theories of Equality and Their Application in the Workplace

Spring. 4 credits. R. Lieberwitz.

An examination of the various aspects of equality in the workplace, focusing most closely on issues of race, gender, and national origin and the ways in which societal discrimination on these bases are institutionalized in the workplace. Theories attempting to define "equality" and specific workplace issues are studied, including the means for achieving equality at the workplace. The course entails research and writing assignments and a high level of student participation in class discussions.

ILRCB 6060 Theories of Industrial Relations Systems

Fall or spring. 4 credits. Prerequisite: senior or graduate standing; ILRCB 1100, 2050, 5000. H. Katz.

Traces the evolution of theory and research on industrial relations. Topics include theories of the labor movement; institutional models and evidence regarding what unions do; the origins of internal labor markets and their relationship with unionization; models of strikes; empirical assessments of arbitration; research on union decline; and empirical evidence of the impacts of new technology.

ILRCB 6070 Values in Law, Economics, and Industrial Relations

Fall and spring. 4 credits. Limited to 21 students. Prerequisites: ILRCB 2010, 2050, 5000, 5010. J. Gross.

Examination of the often hidden values and assumptions that underlie the contemporary U.S. systems of employment law, work and business, and industrial relations. Classroom discussions and student research projects use novels and short stories (as well as the literature of industrial and labor relations) to focus on issues such as discrimination; law, economics, and the state; work and business; power, conflict, and protest; and rights and justice.

ILRCB 6079 Low-wage Workers and the Law

Spring. 4 credits. Prerequisite: ILRCB 2010 or permission of instructor. K. Griffith.

Examines labor and employment law as it affects low-wage (including documented and

undocumented immigrant) workers. It will cover traditional labor and employment law statutes as well as new developments in labor and employment law that affect low-wage workers. Much of the course will be dedicated to federal legislation and case law related to the above. The course will also cover the overlap between labor and employment law and low-wage and immigrant worker organizing efforts.

ILRCB 6080 Special Topics in CB, LL, and L History

Fall or spring. 4 credits. Staff.

Topics change depending on semester and instructor.

ILRCB 6081 Public Policy and Public Sector Employment Relations

Fall. 4 credits. Prerequisites: ILRCB 2010/5010 or permission of instructor. L. Adler.

Examine legal and other public employment conflicts created by taxation, education, fiscal failings, and labor/management problems. Our understanding will be informed by assessing the conflict resolution value of litigation, interest-based bargaining, traditional collective bargaining, and alternative dispute resolution mechanisms. Journal review, legal cases, and policy readings related to current, critical challenges to the public employment relationship will comprise our traditional study. As important will be field trip work with dispute resolution professionals, litigators, and collective bargaining practitioners. In addition to assigned readings, class participation, and an encouraged modest externship, there will be one examination and one or more significant writing assignments.

ILRCB 6082 Collective Bargaining Simulation

Fall. 4 credits. Limited to 18 students.

Prerequisite: junior, senior, or graduate standing. Recommended: previous or concurrent enrollment in collective bargaining theory and labor law course. Attendance at first class mandatory. Up to two required evening extended bargaining sessions. H. Kramer.

Students prepare for and participate in a simulated negotiation between a hypothetical corporation and a hypothetical union in a typical big company with mid-size single site bargaining unit context. Students are assigned, usually in line with preferences, to either a management or union bargaining team. The course stresses the negotiation process over settlement or substantive outcomes.

Negotiation problems are as real life as possible, constrained by student time needs and with attention given to dynamic legal, political, economic, and communications concerns as well as power, information, and time factors. Participants plan for negotiations, reach agreements in principle and negotiate language, bargain wages, pensions, health care and noneconomic items in the context of a company and union with an established contract, policies, and culture. This is a hands-on program with active participation essential.

ILRCB 6830 Research Seminar in the History of Industrial Relations

Fall or spring. 4 credits. Prerequisites: ILRCB 1100, 5020. J. Cowie, C. Daniel, I. DeVault, and N. Salvatore.

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

ILRCB 6840 Employment Discrimination and the Law

Fall or spring. 4 credits. Prerequisite: ILRCB 2010/5010 or equivalent. M. Gold, K. Griffith, and R. Lieberwitz.

Examines the laws against employment discrimination based on race, color, religion, sex, national origin, age, and disability.

ILRCB 6870 Introduction to Labor Research

Spring. 4 credits. Limited to 20 students. K. Bronfenbrenner.

Designed to provide students interested in the labor field with the skills necessary to understand and use social science research as it relates to the labor movement. The course's four major goals are to (1) develop the skills to critically evaluate a wide variety of research relating to unions and the workplace; (2) introduce a number of both quantitative and qualitative research techniques used by unions and those who study the labor movement; (3) familiarize students with the broad range of library and computer resources that can be used for labor and corporate research; and (4) provide students with an opportunity to design and conduct a research project for a national or local union.

ILRCB 6890 Constitutional Aspects of Labor Law

Fall or spring. 4 credits. R. Lieberwitz.

In-depth analysis of the Supreme Court decisions that interpret the United States Constitution as it applies in the workplace. Focuses 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.

ILRCB 7030 Qualitative Research Methods in Industrial Relations and Human Resources

Spring. 4 credits. Prerequisite: M.S. and Ph.D. students; ILRCB 5000.

Recommended: statistics course beyond level of ILRST 5100. S. Kuruvilla.

Advanced doctoral seminar that focuses on the philosophy of inquiry, generally, as well as the various paradigms governing research on work. The course further focuses on selected qualitative research methods used in research in industrial relations, human resource management, and organizational behavior.

ILRCB 7050 The Economics of Collective Bargaining

Spring. 3 credits. Prerequisites: ILRCB 5000, ILRLE 5400 or equivalents and an understanding of multiple regression analysis; or permission of instructor. Staff.

Focuses on both the economic analysis of unions and collective bargaining in our economy and 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.

ILRCB 7070 Seminar on Conflict and Dispute Resolution

Fall. 3 credits. A. Colvin.

Examines past and present research on conflict and dispute resolution. This seminar will cover a variety of perspectives on conflict and its resolution. Readings will include a mixture of classic works on conflict and dispute resolution in work and employment relations, as well as recent conceptual and empirical studies in this area.

ILRCB 7080 Negotiations in Practice

Fall. 3 credits. S. Kuruvilla.

Provides opportunities for students to develop their negotiating abilities for use in organizational and other settings. The course is premised on the assumption that negotiating concepts are best learned through practice that is grounded in rigorous analysis and reflection. While theoretical principles and concepts from various reference disciplines (e.g., social psychology, sociology, and economics) are presented through lectures and readings, this course focuses primarily on improving practical skills. Participants learn not only to enhance their individual abilities in dyadic and group situations but also to analyze contexts for the most effective application of these skills.

ILRCB 7081 Seminar in American Labor History (also HIST 6830)

Fall or spring. 3 credits. Prerequisite: graduate standing and permission of instructor. J. Cowie, I. De Vault, and N. Salvatore.

Topics change depending on semester and instructor.

ILRCB 7900 ILR M.P.S. Program

Fall and spring. 1-9 credits. Staff.

Supervised research only for those enrolled in the ILR M.P.S. program.

ILRCB 7980 Internship

Fall and 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 ILRCB 7980 must be approved by the faculty member who will supervise the project.

ILRCB 7990 Directed Studies

Fall and spring. Credit TBA.

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

ILRCB 9800 Workshop in Collective Bargaining, Labor Law, and Labor History

Fall and spring. 2 credits. Prerequisite: M.S. and Ph.D. candidates in department. S-U grades only. Staff.

Provides a forum for the presentation of current research being undertaken by faculty members and graduate students in the Department of Collective Bargaining, Labor Law, and Labor History, 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 is expected to make at least one presentation during the year, focusing on the formulation,

design, execution, and results of his or her thesis research.

HUMAN RESOURCE STUDIES

L. Dyer, chair (387 Ives Hall, 255-8805); R. Batt, B. Bell, J. Bishop, D. Burton, D. Cohen, C. Collins, L. Dragoni, L. Gasser, J. Grasso, K. Hallock, J. Hausknecht, R. Hewerston, C. Homrighouse, R. Kehoe, B. Livingston, L. Nishii, C. Tharp, C. Warzinski, W. Wasmuth, P. Wright

ILRHR 2600 Human Resource Management

Fall and spring. 3 credits. Prerequisite: ILR students or permission of instructor. Staff. Intended to introduce students to the field of human resource management (HRM). Students learn theories and applications involved in effectively managing people in organizations. In addition, this course covers current topics in HRM that have resulted from environmental and organizational challenges, e.g., technology, globalization, legislation, restructuring, work/life balance, changing labor markets, and so on. Emphasis is placed on developing relevant problem solving and critical thinking skills, as the basic concepts of HRM and the skills developed in this course are applicable to all types of organizations and jobs in which students will eventually work.

ILRHR 2660 Essential Desktop Applications

Fall, spring, and summer. 2 credits. Limited enrollment. C. Homrighouse.

Provides skills in the use of personal computers that run the Windows operating system. Covers the basics and time-saving techniques for Windows, Lexis Nexis, and Microsoft Excel, Access, and PowerPoint. Emphasizes hands-on experience and development of PC-based solutions by using examples that address human resource and other practical real-world issues. The skills developed in this course are useful prerequisites for several elective courses in human resource management and essential in the 21st-century workplace.

ILRHR 2680 Job Loss

Fall. 3 credits. Sophomore writing course. Limited to 15 students. K. Hallock.

Students will gain an understanding of the effects of layoffs on firms, from an interdisciplinary perspective. By the end of the course you should know quite a bit about the who, what, where, when, and why of layoffs and you should understand the effects of the layoffs on firms. Readings from economics, sociology, political science, psychology, finance, industrial relations, and human-resource management. Will include discussion of recent theory and research. However, the strong focus of the course will be on applications and on writing. Issues we will consider include: federal and state legislation and public policy, how layoffs actually occur—the procedures used by human resource managers in implementing layoffs, reasons for layoffs, types of workers involved in layoffs, timing of layoffs, layoffs and managerial outcomes (such as compensation and managerial turnover), layoffs and firm performance in the short run, layoffs and firm performance in the long run, case studies, and suggestions for policy. Occasional speakers will join the class: for example, Louis Uchitelle

from the *New York Times* has agreed to speak about writing and his work on layoffs.

ILRHR 2690 Cross-Cultural Perspectives on Work

Spring. 4 credits. Writing course.

Prerequisite: ILRHR 2600 or equivalent.

L. Nishii.

Most management theories have been developed and tested by Western scholars, based on Western cultural assumptions regarding the bases of human cognition, motivation, and emotion. Yet the vast majority of the world's population is non-Western and lives accordingly, based on different cultural assumptions. Students will begin by learning about theories of cultural variation, then will learn about the implications of these cross-cultural differences for basic HR and OB concepts.

ILRHR 3600 Human Resource Economics and Public Policy

Spring. 4 credits. Prerequisite: sophomore, junior, or senior standing. J. Bishop.

State and local efforts to improve K-12 education are employing a variety of (sometimes contradictory) reform strategies. This course critically examines the case that is made for (and against) each of the major reform proposals and review studies that provide objective evidence on their effectiveness. The education reform strategies examined include vouchers, charter schools, small schools, career academies, extending the school day and year, better preparation and selection of new teachers, better professional development, ending tenure, merit pay, state standards and school accountability, ending social promotion, and externally set end-of-course examinations.

ILRHR 3620 Career Development: Theory and Practice

Fall, spring, seven weeks. 2 credits. Limited to 30 students. S-U grades only. L. Gasser.

Covers the components of career management, individual factors, and organizational realities in the development of both careers and organized programs for career management. Two complementary learning tasks are required: information-gathering for career decision making based on self-assessment activities, and comprehension of organizational circumstances and practices encountered as careers develop. Grades are based on short writing assignments and a research paper.

ILRHR 3650 Organizational Consulting: Process and Results

Fall. 4 credits. Prerequisite: ILRHR 2600 or equivalent. R. B. Hewerston.

Provides students with the insights and tools they need to work successfully as human resource generalists who consult with operating managers to improve organizational effectiveness. The consulting process is examined from both an interpersonal and systems perspective. This includes the knowledge and skills required to build trust and influence, contract with clients, and maintain good working relationships with clients. It also includes developing a clear comprehension of the consulting process from diagnosis, through action planning, to implementation and completion. While attention is given to theory and practice, the focus is on gaining hands-on experience dealing with real-world issues. As a final project, students design and present consulting plans based on actual case

situations (e.g., implementing a new HR program, effectuating a new organizational culture, and enhancing project team operations).

ILRHR 3670 Employee Training and Development

Fall. 4 credits. Prerequisite: ILRHR 2600; undergraduate standing. B. Bell and L. Dragoni.

Faced with increasing competition, globalization, technological complexities, and dynamic labor markets, firms increasingly are struggling to determine the best approaches to training and developing their workforces. This course introduces the issues, concepts, and processes with which firms are wrestling, as well as specifics on planning, designing, implementing, and evaluating training and development programs. After completing this course, participants should be able to conduct a needs assessment, evaluate employee readiness, evaluate the strengths and weaknesses of various training and development techniques, solve transfer of learning problems, and design evaluation procedures.

ILRHR 4600 International Human Resource Management

Fall. 4 credits. Prerequisite: ILRHR 2600 or equivalent. L. Nishii.

Illustrates how cultural context affects the structure and implementation of HR practices. The first part focuses on comparative human resource management or the study of how HRM differs across cultures, with a primary emphasis on comparing American HRM practices with those in East Asia and a secondary focus on Western European HRM practices. Class readings and discussions are grounded in theories of cultural variation. The second part focuses on IHRM, or the HRM issues facing multinational corporations. Topics include expatriation and repatriation, global leadership, compensation, and training.

ILRHR 4610 Working in the New Economy: The Sociology of Work

Spring. 4 credits. Prerequisite: undergraduate standing. R. Batt.

Seminar that draws on qualitative studies of the workplace in the United States and abroad to examine how workers and managers are affected by changes in globalization technologies, business strategies, labor markets, and other factors. What dilemmas and conflicts emerge, how are they managed, and what are their outcomes? Readings cover firsthand accounts of people's experiences in a wide range of occupations and industries, including professional, service, and factory workers.

ILRHR 4620 Staffing Organizations

Spring. 4 credits. Prerequisite: undergraduate standing. C. Collins, J. Hausknecht, and B. Livingston.

Seminar designed to provide an overview of the processes by which organizations staff positions with both internal and external applicants. Through a combination of lectures, cases, and projects, the course covers theory, research, and legal foundations that inform organizational staffing actions. Topics include staffing strategy and context, measurement of staffing effectiveness, job/competency analysis, human resource planning, recruitment and job choice, retention, and internal and external selection practices.

ILRHR 4631 Managing Compensation

Spring. 4 credits. Prerequisite: ILRHR 2600 or equivalent; undergraduate standing. C. Tharp.

Compensation, including direct wages, indirect payments, and employee benefits, is studied from the points of view of theory and practice. Upon completion of the course, students should be able to analyze wage surveys, evaluate jobs, create salary structures, and administer compensation programs within the context of sound economic and motivational theory, and to align rewards with business strategy. Topics include strategic perspectives on pay; internal equity and alignment; external competitiveness; pay for performance; compensating special groups (including unionized employees, executives, and boards of directors); international compensation; employee benefits; and compensation administration (costing, taxation, regulation, etc.).

ILRHR 4632 Finance for Human Resources

Fall. 4 credits. J. Grasso.

Provides students with basic concepts of financial management and analysis, with an emphasis on human resource applications. The course begins with understanding financial statements; the financial structure of the firm; evaluation of financial performance; cash flow; and time value of money. It then focuses on investment management and performance with a broad overview of debt, equity, and alternative investments and a review of capital markets. The case-study method is used to evaluate several financial market disruptions during the past decade. The HR portion of the course focuses on valuing pension obligations; stock options and executive pay; costing labor agreements; costing health care and other benefits; preparing a compensation budget; and understanding IRS Form 5500; etc. The course also reviews corporate proxies; governance; social responsibility and corporate transparency, ethics, and fraud; and SEC, FASB, IRS, and Sarbanes-Oxley requirements. Students are required to follow one company stock, industry, or topic throughout the course; write a paper; and work in groups on small projects.

ILRHR 4640 Business Strategy

Fall. 4 credits. Prerequisite: undergraduate standing. D. Cohen.

Integrative course focusing on strategic management. The main purpose is to provide an opportunity for students to study and analyze issues associated with strategic thinking in complex business situations, top management decision making, and the functions of corporations as a whole. Allows students to bring together all of the functional skills they have learned in other business or related classes (e.g., marketing, accounting, finance, human resources) and to apply this knowledge to business problems faced by top management in existing organizations. Class format includes lectures and case studies.

ILRHR 4641 Business Strategy, Organizational Design, and Human Resource Strategy

Fall. 4 credits. Prerequisite: ILRHR 2600 or equivalent. R. Kehoe.

Explores ways in which the effective use of human capital contributes to organizational success. Specifically, it provides insights into and practice using the processes firms employ to attain and maintain alignment among the

three key elements involved in this endeavor: business strategies, organizational designs, and human resource strategies. Lectures and discussion are used to promote a clear understanding of the theory, research, and experience that underlie the role of human capital in organizations, as well as the design and alignment of business strategies, organizational designs, and human resource strategies. Case studies are employed to provide hands-on experience in analyzing and working with these concepts in actual situations.

ILRHR 4650 Globalization at Work

Spring. 4 credits. Prerequisite: undergraduate standing. R. Batt.

Examines how firms are responding to globalization and compares the strategies and outcomes of restructuring in manufacturing and service enterprises. While globalization has been a continuing phenomenon in manufacturing, recent changes in multilateral agreements, advances in information technology, and market deregulation have led to a process of globalization in service activities as well. Outcomes for firms, employees, consumers, and unions are examined.

ILRHR 4660 Entrepreneurship and Small Business

Fall. 4 credits. Prerequisite: undergraduate standing. D. Cohen.

Broadly addresses strategic issues in the startup phase and management of entrepreneurial firms and small businesses. Topics include opportunity recognition, satisfying real market needs, strategy, performance, financial planning, growth, and innovation. The course consists of a mix of lectures, case studies, guest speakers, and a final group project.

ILRHR 4662 Human Resource Analytics

Fall. 4 credits. J. Hausknecht.

Addresses the growing need for data-driven, analytical approaches to managing talent. Introduces students to the fundamental logic, metrics, analysis, and interpretation needed to link human resource practices to broader indicators of organizational performance. Students will be capable of gathering, integrating, analyzing, and interpreting relevant HR metrics to make better decisions about managing people in organizations.

ILRHR 4670 Leadership Development

Spring. 4 credits. Prerequisite: ILRHR 2600 or equivalent. L. Dragoni.

Focuses on leadership development at the organizational level. Specifically, it covers the structure, methods, and approaches that firms use to identify and develop high potential talent. Topics include: techniques for identifying development needs, on- and off-the-job approaches to development, and methods of program evaluation. The course combines traditional lectures and discussions with experiential learning techniques designed to provide practice with the concepts being learned.

ILRHR 4680 Human Resources Management Simulation

Fall, seven weeks. 2 credits. Limited to 30 students. Prerequisite: junior or senior standing; ILRHR 2600 or equivalent. Regular attendance mandatory.

W. Wasmuth.

Uses a simulation model and an open-systems approach as means to enhance students' skills in strategic planning and managerial decision

making. Attention is given to the implications and efforts of strategic human resource managerial and supervisory decisions as measured by 10 organizational performance indicators, including quality of work life, employee productivity, customer satisfaction, employee retention, internal control, and the bottom line. Each student is assigned to a group (team) of five members and must be committed to the work of that group. An individual research paper is also required.

ILRHR 4950 Honors Program

Fall and spring (yearlong). 4 credits each semester.

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRHR 4970-4980 Field Research, Internship

Fall and spring. 4 and 8 credits.

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRHR 4990 Directed Studies

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRHR 5600 Human Resource Management

Fall and spring. 3 credits. Prerequisite: graduate standing. Staff.

Survey course designed to provide an introduction to concepts and topics in human resource management. Consideration is given to theories and applications involved in effectively managing people in organizations. Topics include recruitment, staffing, training, performance management, retention, compensation, international human resource management, and the legal environment. Emphasis is placed on exploring these issues from both strategic and tactical levels to increase organizational effectiveness.

ILRHR 5640 Human Resources Management in Effective Organizations

Fall or spring. 4 credits. Offered only in New York City for M.P.S. program. Staff.

Offers students the opportunity to become better prepared to make effective decisions about human resources. Successful organizations depend on people, their human resources. The first module examines strategic human resource management and the effects of HR decisions on organization success and fair treatment of people. The second module focuses on alternative systems used to staff and develop people. The third module focuses on compensating and rewarding people. The final module includes employee relations and alternative work systems. Case and field studies are used throughout the course.

ILRHR 6590 HR Challenge: Balancing, Ethics, Economics, and Social Responsibility

Fall. 4 credits. Limited to 15 students. Prerequisite: ILRHR 2600/5600; M.I.L.R. graduates; seniors by permission of instructor. Letter grades only. P. Wright.

Examines the challenges of synthesizing personal/professional ethics with professional responsibilities and synthesizing organizational economic demands with social responsibility, particularly focusing on how these issues impact HR professionals. These concerns are examined from both ends of the political spectrum. The course is taught in a seminar format in which students are expected to participate in and lead class discussions.

ILRHR 6600 HR Leadership: Views from the Top

Fall. 4 credits. Limited to 30 students.

Prerequisites: ILRHR 2600/5600 or equivalent, senior or graduate standing, and permission of instructor. L. Dyer.

Hands-on course offering students a unique opportunity to learn about strategic business and human resource issues from the perspectives of senior HR executives. Five chief human resource officers (CHROs) from major corporations meet with the class for lively give-and-take sessions on subjects of strategic and topical interest to their organizations. Before their visits, teams prepare background papers on the speakers, their companies, and their topics. Students discuss these papers before the visits to assure readiness to address the issues at hand when the CHROs arrive. During the visits the teams host the CHROs and usually have an opportunity to interact informally with them. After the visits, the teams revise their background papers into white papers that reflect insights gleaned from their research and discussions. Subsequently, all five white papers are assembled in a book that is shared with the CHROs and others.

ILRHR 6601 Research on Education Reform and Human Resource Policy

Fall and spring. 4 credits. J. Bishop.

State and local efforts to improve K-12 education are employing a variety of (sometimes contradictory) reform strategies. This research seminar critically examines the case that is made for (and against) each of the major reform proposals and review studies that provide objective evidence on their effectiveness. The education reform strategies examined include vouchers, charter schools, small schools, career academies, extending the school day and year, better preparation and selection of new teachers, better professional development, ending tenure, merit pay, state standards and school accountability, ending social promotion, and externally set end-of-course examinations.

ILRHR 6602 Introduction to HR Information Systems

Fall, seven weeks. 1 credit. Prerequisite: ILRHR 2660 or equivalent; use of Access or similar database package for at least data entry and report generation. C. Homrighouse.

Focuses on understanding how and why human resource information systems are developed, maintained, and managed. A database is designed from the ground up, beginning with basic instruction on the need for and how to create a relational database. Once the initial design is in place, the data are manipulated to create reports, forms, and queries to assist in human resource decisions. The course examines ways to make databases efficient and consistent. Production database systems such as PeopleSoft also are reviewed and used. All instruction is hands-on and supplemented with assigned readings and guest lecturers.

ILRHR 6604 Global Field Study in Strategic Human Resources

Spring. 4 credits. Prerequisite: seniors by permission of instructor. Limited to 25 students. J. Haggerty.

This unique course provides students with in-depth information on strategic HRM in a selected region of the world. We will study the development of selected businesses, the

history, role and current efforts of government in the workplace, and local cultural nuances as they affect the world of work. Students will travel to the region studied and visit a variety of workplaces and institutions during spring break. Student presentations and a final paper will compare and contrast significant aspects of the dominant U.S. strategic HR model with strategic HR model(s) found in the studied region.

ILRHR 6605 Nonprofit Finance and Management

Spring. 4 credits. J. Grasso.

Provides students with a practitioner's focus on financial and managerial issues in the nonprofit sector, including universities, hospitals, government agencies, and foundations. The course will include an overview of nonprofit financial statements, debt issuance, endowment management, credit analysis, organizational governance issues, strategic planning, industry trends, executive compensation, and philanthropy. Students will gain a comprehensive overview of all critical aspects of nonprofit management. A research paper will allow students to focus on a particular nonprofit sector (e.g., environmental organizations, trade unions, private foundations) or to focus on a functional area (e.g., endowment management, philanthropy, organizational governance).

ILRHR 6606 Developing Leadership: Personally and in Organizations

Fall. 4 credits. Prerequisite: ILRHR 2600 or equivalent. L. Dragoni.

Focuses on two aspects of developing leadership. At the personal level, students' leadership skills are assessed and a plan for skill development is created. At the organizational level, students are exposed to the structure, methods, and approaches that organizations use to identify and develop high potential talent. In both aspects, the course combines traditional lectures and discussions with experiential learning techniques designed to provide practice with the concepts being learned.

ILRHR 6607 Executive Compensation

Fall. 4 credits. Prerequisite: ILRHR 5600 or equivalent. C. Tharp.

Provides students with an in-depth understanding of the structure and governance of executive compensation programs and practices. Course material draws upon theory and research in executive compensation and explores current legislative and shareholder reform initiatives affecting executive pay. The topic is approached from a multi-stakeholder perspective taking into account the interests of shareholders, institutional investors, advocacy groups, social activists, governmental regulators, employees, and executives. Also examined are the linkages between executive compensation and business strategy; issues surrounding compliance with securities laws, tax regulations, accounting standards, and principles of good corporate governance; various types of executive pay programs, including equity-based incentives, perquisites, and executive benefits; the roles of corporate compensation committees and independent compensation consultants; and current trends and best practices.

ILRHR 6608 Comparative Institutional Perspectives on Human Resource Management

Fall. 4 credits. R. Batt.

The globalization of product, labor, and capital markets has led to profound changes

in competitive environment in which firms operate. Yet these global economic forces are filtered through national institutions that offer unique sets of opportunities and constraints for multinational corporations doing business in different countries. Regional governance systems, such as the European Union, add another layer of complexity to the institutional environment in which firms operate; while governments at many levels are creating new regulatory rules in response to recent financial crises. Examines how corporations respond to these environmental complexities, why they adopt different approaches to business and HR management, and whether alternative strategies affect important outcomes for firms, employees, and other stakeholders.

ILRHR 6611 Seminar on Entrepreneurs and Entrepreneurial Organizations

Spring. 4 credits. D. Burton.

Entrepreneurs are modern-day heroes. We are increasingly captivated by the stories of people from humble origins who, with only a good idea and a bit of luck, build respected, high-profile organizations. In this seminar we will examine the myths and realities of entrepreneurship and the entrepreneurial process in the United States. Through case studies and readings, we will critically evaluate the received wisdom about building successful new ventures. Intended for students who are interested in learning more about entrepreneurship. It is not a "how to" course, but rather a conceptual overview of the field with particular emphasis on labor market and employment-related topics. Through readings and case studies, students will learn about topics such as opportunity assessment, organization growth and management, and entrepreneurial careers. We will examine different types of entrepreneurship including self-employment, franchising, small and family businesses, and externally financed new ventures. A seminar-style course where students will be expected to actively engage with the material. Requires coming to class having read the assigned material and being prepared to discuss and debate the ideas.

ILRHR 6620 Agility and Complexity in Organizations

Spring. 4 credits. Prerequisites: ILRHR 5600 or equivalent and permission of instructor. L. Dyer.

The need to compete in increasingly tumultuous environments is leading many companies to search for new ways of enhancing their adaptability, nimbleness, resilience, or agility. Most are focusing on flexing their basic bureaucracies and the first part of the course explores these efforts. A few, though, are tentatively exploring the desirability/feasibility of using basic tenets from complexity science to create new organizational forms that are capable of driving continuous innovation in the marketplace without having to go through internal change. The rest of the course focuses on these efforts and, at this point, the pedagogy shifts from traditional to experiential. Participants are provided opportunities to not only experiment with these new organizational forms, but also feel first-hand what life in them is like. The overall purpose of the course is to assist students in becoming knowledgeable forces for organizational transformation in the 21st century.

ILRHR 6640 HR Online Research and Reporting Methods for Executive Decision-Making

Spring. 4 credits. Limited to 18 students. Prerequisite: ILRHR 5600/2600 or equivalent. S. Basefsky.

Designed to develop key HR competencies and skills for researching and presenting information necessary for executive decision-making. Includes a comprehensive overview of primarily web-based resources available to HR executives. Emphasizes hands-on training in the best techniques and methods for extracting conceptual frameworks, checklists, best practices, competitive intelligence, legal information, statistical data, and academic research on topics of current interest to industry. Interviewing skills, report writing and presentation methods are imparted. Following five weeks of intense information instruction and hands-on experience, students act as consultants in a combined classroom and workplace setting as they work on special projects and topics posed by HR executives of primarily Fortune 500 companies. These team-based assignments give students exposure to different companies, their cultures, and executives while providing real work experience.

ILRHR 6650 Business Strategy and Human Resources

Fall. 4 credits. Limited enrollment. Prerequisite: ILRHR 2600/5600; three other courses in human resource studies; permission of instructor. D. Burton.

In this capstone course in HR studies, students integrate the theories and practices learned in other courses, to explore the linkages between business strategy and HRM. Extensive fieldwork is involved. The field projects are designed to make students explore and understand business strategy and draw upon and integrate their course work in HR staffing, training and development, compensation and rewards, and new work systems.

ILRHR 6660 Strategic HR Metrics

Spring. 4 credits. Prerequisites: ILRHR 2600/5600 or equivalent, one statistics course, one elective in HR studies. P. Wright.

The search for the ideal strategic HR metrics misses the larger issue of taking a more analytical approach toward HR decision making. Analytics requires understanding the process through which knowledge is gained, and then applying the tools and techniques to gather and analyze the right kind of data relevant to the question at hand. This course covers topics such as philosophy of science, theory development, research methodology, data analysis and interpretation as well as data and practices commonly used to assess the effectiveness of HR activities. Consequently, the class simultaneously addresses the types of information needed for HR decision making, as well as the processes and techniques necessary to gather, integrate, and analyze the data.

ILRHR 6680 Staffing Organizations

Spring. 4 credits. Prerequisites: ILRHR 2600/5600, one statistics course, or permission of instructor. C. Collins and J. Hausknecht.

Seminar providing an overview of the processes by which organizations staff positions with both internal and external applicants. Because staffing is one of the primary human resource activities, it is critical

for human resource professionals to understand how theory, research, and legal foundations can inform staffing decisions. Therefore, this course focuses on theories, research, policies, and practices concerning job recruitment and selection. Topics include staffing strategy and context, measurement of staffing effectiveness, job/competency analysis, human resource planning, recruitment and job choice, and internal and external selection practices.

ILRHR 6690 Managing Compensation

Spring. 4 credits. Limited to 30 students. Prerequisites: ILRHR 2600/5600 and statistics course. Staff.

Helps students gain an understanding of how to make decisions about compensation. The strong focus is on applications and includes some discussion of recent theory and research. By the end of the course, you should be able to design your own compensation system from scratch. Issues we consider include how compensation fits with an overall HR strategy, the internal focus on the firm (including alignment, job analysis, and job evaluation), making pay competitive with the outside market (including designing pay levels, types of pay and pay structures), considering individual contributions (by examining performance appraisals, pay-for-performance, and stock options), benefits (such as pensions, child care, and health care), management (including government regulation and managing budgets), and dealing with international issues in setting pay plans. A substantial section focuses on executive compensation and also examines how a consultant might estimate the damages to an employee in the case of wrongful termination.

ILRHR 6900 International Comparative Human Resource Management

Fall. 4 credits. Prerequisite: ILRHR 2600/5600 or permission of instructor. L. Nishii.

Provides students with an understanding of the complexities associated with international human resource management. The central theme of the course is to identify whether and in what ways HRM practices need to be adapted across cultures to be effective. Course material reflects a focus on comparing American HRM practices with those in East Asia and Western Europe. In addition, the major topic areas of concern to IHRM managers are covered, including the selection, training, compensation, and performance management of international managers (expatriates), coordination across subsidiaries of a company, the development and tracking of global leaders, and cross-cultural communication and negotiation.

ILRHR 6910 Finance for Human Resources

Fall. 4 credits. K. Hallock.

Helps students understand some basic ideas in finance from the perspective of human resource management. Broadly considers certain topics that include: overview of financial markets, how firms issue securities, history and pitfalls in investing, the time value of money, investment criteria such as net present value, risk versus return and the opportunity cost of capital, capital asset pricing, capital budgeting and risk, market efficiency and predictability, measuring firm financial performance and reading financial statements, event studies in finance and

economics, mergers, ESOPs and stock options, executive compensation, the relationship between job loss and firm outcomes, and other forms of organizational form such as nonprofits. Covers theoretical ideas and has many empirical, policy, and practitioner-relevant applications.

ILRHR 6930 Training and Development in Organizations

Spring. 4 credits. Prerequisite: ILRHR 5600 or permission of instructor. B. Bell. Acquaints students with aspects of learning in organizations. Begins by discussing organizational learning and then focuses more narrowly on specific ways in which learning is achieved through the training and development functions. Topics include how learning is linked to organizational strategy, how to determine that training is needed, issues regarding the design of training programs, current training techniques, evaluation strategies, and management development practices.

ILRHR 6940 Service Management in Global Perspective

Spring. 4 credits. Prerequisites: ILRHR 5600 or equivalent; permission of instructor. R. Batt.

This case-based course examines the fundamentals of service management in the context of globalization, with attention to the interaction among strategy, marketing, operations, and human resource management. Topics include: service process design, quality, and productivity improvement; customer relationship management; outsourcing and offshoring strategies; managing supplier and vendor relations; and implications for customers, employees, and firm competitiveness. Student projects focus on particular companies and industries and their international strategies.

ILRHR 6950 Education, Technology, and Productivity

Fall. 4 credits. J. Bishop. This seminar investigates the nexus between the education and training in schools and at the workplace and the technological progressiveness, productivity, and competitiveness of firms, individuals, and nations. Students investigate how technological progress is changing the nature of work and what this implies for reform of education and training; how education and training contribute to growth and competitiveness; why educational achievement has declined; and how the responsibility for education and training should be apportioned among individuals, firms, private nonprofit organizations, and government.

ILRHR 6970 Special Topics in Resource Studies

Fall or spring. 4 credits. Staff. Areas of study are determined each semester by the instructor offering the seminar.

ILRHR 6990 Advanced Desktop Applications

Spring. 1 credit. Prerequisite: ILRHR 2660 or significant experience (two to four years) using office applications. Letter grades only. C. Homrighouse. Explores advanced topics for common desktop applications including Windows, Word, Excel, Access, and PowerPoint. The course is designed based on student input and instructor recommendations, covering those subjects that students feel would be most useful and relevant in the job market.

Examples of areas include working with tables, columns, or sections in Word, pivot tables in Excel; taking a PowerPoint presentation "on the road"; and using join tables to create relationships in Access.

ILRHR 7560 Organizational Consulting

Fall. 3 credits. Prerequisite: ILRHR 5600. C. Collins. Provides students with the insights and tools they need to work successfully as human resource management consultants, both as HR managers operating within the firm to improve organizational effectiveness and as external consultants providing project support to an internal HR organization. The consulting process is examined primarily from a systems perspective. This includes the knowledge and skills required to build trust and influence, to contract with clients, and to maintain good working relationships with clients. It also includes developing a clear comprehension of the consulting process from diagnosis, through action planning, to implementation and completion. While attention is given to theory and practice, the focus is on gaining hands-on experience dealing with real-world issues. As a final project, students will work in teams on a live case providing consulting services to an organization with an existing HR issue (i.e., implementing a new HR program, effectuating a new organizational culture, and enhancing project team operations).

ILRHR 7600 Seminar in Human Resource Studies

Fall or spring. 3 credits. Prerequisites: ILRHR 5600, ILRST 5110, and ILRHR 6690 and permission of instructor. Staff. "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.

ILRHR 7630 Interdisciplinary Perspectives on the Organization of Work

Fall or spring. 4 credits. R. Batt. Ph.D. seminar examining the theoretical and empirical literature on the organization of work. Topics include studies of group effectiveness, teams, social capital, and recent critical and international research. Draws on alternative perspectives from psychology, sociology, engineering, organization studies, economics, and industrial relations.

ILRHR 7640 Comparative International Perspectives on Work and Human Resource Systems

Fall or spring. 3 credits. R. Batt. Research seminar focusing on comparative international research on work and human resource systems. It draws on institutional theories and empirical research across several disciplines to examine the intersection between institutions and organizations. What is the relative importance of markets, technology, management strategies, and the institutional environment in shaping work and employment systems? It considers how and why firms adopt alternative approaches to work and how variation in these choices shapes outcomes of interest to firms, employees, and other key stakeholder groups. The seminar is designed to help students formulate theoretically driven research questions of critical importance to the field and to develop appropriate qualitative and quantitative research methodologies.

ILRHR 7900 ILR M.P.S. Program

Fall and spring. 1-9 credits. Supervised research only for those enrolled in the ILR M.P.S. program.

ILRHR 7980 Internship

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRHR 7990 Directed Studies

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRHR 9600 Workshop in Human Resource Studies

Fall and spring. 2 credits. Prerequisite: M.S. and Ph.D. candidates. S-U grades only. Staff.

Provides 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 human resource studies. All M.S. and Ph.D. candidates in the Department of Human Resource Studies are urged to enroll; candidates in other departments are cordially invited. Each participant has 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.

ILRHR 9610 Doctoral Research Seminar in Human Resource Management (Micro)

Fall or spring. 3 credits. Prerequisite: Ph.D. candidates. Staff.

Aimed at reading, understanding, and conducting research in HRM. Students should obtain thorough understanding of the current research in traditional areas of HRM such as validation, job analysis, EEO, selection, performance appraisal, compensation, and training and should develop the skills necessary to evaluate, criticize, and contribute to the literature on HRM.

ILRHR 9620 Doctoral Research Seminar in Strategic Human Resource Management (Macro)

Fall or spring. 3 credits. Prerequisite: Ph.D. candidates. Staff.

Aimed at reading, understanding, and conducting research in SHRM. The course should enable students to obtain a thorough understanding of the current research in SHRM and to develop the skills necessary to evaluate, criticize, and contribute to the literature on SHRM.

ILRHR 9630 Research Methods in HRM/Strategic Human Resource Management

Fall and spring. 3 credits. Prerequisite: Ph.D. candidates. Staff.

Designed to build social science research skills, particularly in the area of human resource studies (HRS). Topics include measurement reliability, construct validity, design of studies, external validity, meta-analysis, critiquing/reviewing HRS research, publishing HRS research, and applications of statistical models of HRS issues.

ILRHR 9640 Doctoral Research Seminar: Special Topics

Fall. 3 credits. M.S. and Ph.D. candidates only. Staff. Advanced doctoral seminar that covers selected topics in human resource management. Topics vary across semesters depending on student and faculty interests. The course is designed to allow students and

faculty to pursue scholarly topics that further the scientific study of human research management issues.

INTERNATIONAL AND COMPARATIVE LABOR

M. Cook, chair (336 Ives East, 255-1349); R. Batt, J. Bishop, G. Boyer, A. Colvin, L. Compa, I. DeVault, G. Fields, R. Givan, J. Gross, S. Kuruvilla, L. Nishii, and L. Turner.

ILRIC 2301 Migrants and Migration

Fall. 3 credits. Sophomore writing course. M. Cook.

Focuses on the international migration experience through the perspective of migrants themselves, drawing upon first-person accounts, letters and interviews, fiction, and nonfiction. Looks at global and regional migration processes and at national policies that shape migration.

ILRIC 2350 Work, Labor, and Capital in the Global Economy

Fall and spring. 3 credits. Open to ILR freshmen and sophomores; juniors and seniors must obtain prior permission from instructors, R. Applegate, R. Batt, M. Cook, K. Griffith, and S. Kuruvilla. Guest lecturers via videoconferencing.

Provides an introduction to how globalization is changing the nature of work, labor, and capital. It examines both contemporary and historical debates about globalization, but also covers a number of interrelated issues, including the regulation of labor standards, the mobility of capital, the rise of global production systems, and international labor migration. Lectures and discussion for the topics mentioned above will be grounded in the experiences of different countries, firms, workplaces, industrial sectors, and individuals.

ILRIC 2360 Revitalizing the Labor Movement: A Comparative Perspective

Spring. 3 credits. Sophomore writing course. L. Turner.

Writing seminar that examines contemporary efforts in the United States and Europe to revitalize unions in broad political, social, economic and workplace contexts.

ILRIC 3340 Perspectives on Work and Welfare

Spring. 4 credits. R. Givan.

Examines the relationship between work and welfare from a variety of perspectives. Examples will be drawn from advanced industrial countries, and international comparisons will be emphasized. Key topics will include: welfare state foundation and development; social citizenship, constructions of the deserving and undeserving poor; welfare reform; the relationship between low wage work and welfare; competing notions of entitlement and universality; the male breadwinner model; firms and welfare.

[ILRIC 3390 The Political Economy of Mexico

Spring. 4 credits. Next offered 2010–2011. M. Cook.]

ILRIC 4330 Politics of the Global North (also GOVT 3303)

Fall and spring. 4 credits. L. Turner. With an emphasis on current events and world affairs, this course examines global governance and economic policy debates. We

consider conflicts around markets, democracy, and global justice, including efforts aimed at economic recovery and the reform of national and global economic policy and institutions. We also look at distinctive types of political and economic organization, especially in Europe and the United States, and the capacities of these societies to meet current economic, political, and social challenges, both domestic and international.

ILRIC 4990 Directed Studies

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRIC 6010 Crossing Borders: Migrations in Comparative Perspective

Spring. 4 credits. M. Cook.

Provides an introduction to the challenges posed by the movement of people across borders. Examines the links between globalization and migration, and explores the implications of contemporary migrations for national immigration and integration policies, labor markets, human rights, asylum, security, and politics. Regional and national cases will be drawn from Europe, North America, and Australia, among others.

ILRIC 6011 Comparative Education and Development

Spring, seven-week course. 2 credits. J. Bishop.

Comparative study of educational institutions in Western Europe, North America, Latin America, and Asia (with special emphasis on math and science education) and of the effects of these institutions on economic development, growth, and equality of opportunity. The institutions studied include primary and secondary education, apprenticeship, and higher education. Data on the consequences of policies are presented and an effort made to understand how human resource policies and educational institutions have contributed to rapid growth in both poor and rich countries. Another focus is understanding the causes of the differences in achievement levels across nations.

ILRIC 6012 Comparative Labor and Employment Law

Spring. 4 credits. A. Colvin.

Examines the laws governing employment and labor relations in comparative perspective. It covers examples of employment and labor law systems of countries from a number of different regions of the world including Europe, the Americas, Africa, Asia, and Australia. It also examines insights from comparative perspectives on major contemporary employment and labor law issues. The course assumes some existing knowledge of American employment and labor law, but will also consider American employment and labor law in comparative perspective.

ILRIC 6020 Corporate Social Responsibility: Human Rights, Labor, and the Environment

Spring. 4 credits. L. Compa.

Covers recent and current developments in the field of corporate social responsibility (CSR) and socially responsible investment (SRI) in a context of economic globalization. First classes set a foundation on the role of the multinational company in the global economy and international standards on human rights, labor rights, and the environment. Classes then move to topical studies of CSR/SRI initiatives and controversies. A consistent underlying theme

of the course is the tension (and how to resolve it) between voluntary corporate self-regulation and mandatory government and intergovernmental regulation of corporate activity.

ILRIC 6310 Comparative Labor Movements in Latin America

Fall. 4 credits. M. Cook.

Examines the historical development of labor movements in Latin America, their role in national political and economic development, and the impact of economic liberalization, authoritarianism, and redemocratization on contemporary labor organizations in the region. Countries examined include, but are not limited to, Mexico, Brazil, Argentina, Chile, Peru, and Guatemala.

ILRIC 6330 Global Debates and Comparative Political Economy

Fall and spring. 4 credits. Prerequisite: graduate standing. L. Turner.

For description, see ILRIC 4330. The subject matter is similar (and students are encouraged to attend the lectures for 4330), but this course is pitched at graduate students, in a seminar format emphasizing particular weekly themes and active student participation.

ILRIC 6331 Special Topics

Fall. 4 credits.

Devoted to new topics in the field. The specific content and emphasis vary depending upon the interests of the faculty member teaching the course.

ILRIC 6340 International Labor Law

Fall or spring. 4 credits. Prerequisites: undergraduates, ILRCB 2010; graduate students, ILRCB 5010. L. Compa.

Examines labor rights and labor standards in a world economy regulated by bilateral and multilateral trade agreements, in a context of sharp competition among countries and firms. Readings and discussions focus on the intersections of labor, human rights, and international trade law and policy in this new global economic context. A prior course in a related topic may be helpful but is not required—the first classes are meant to establish a foundation in each area. While labor law is a unifying theme, the course is more policy-oriented than legalistic. After the introductory classes on labor rights, human rights, and trade, the focus turns to a series of topics that reflect the links between labor rights and trade.

[ILRIC 6350 Labor Markets, Income Distribution, and Globalization: Perspectives on the Developing World

Spring. 4 credits. Prerequisite: ILRLE 2400 or ILRLE 5400 or ECON 3130. Next offered 2010–2011. G. Fields.

The first half of the course is on distribution and development: theory and evidence. The second half is on labor markets in a globalized world.]

ILRIC 6360 Comparative History of Women and Work (also FGSS 6360)

Spring. 4 credits. Prerequisite: permission of instructor. I. DeVault.

Explores the similarities and differences between different cultures' assumptions about the work of women as well as women's experiences in varying work circumstances throughout history. Beginning with theoretical pieces and overviews of the history of women and work, most of the course consists of in-depth examinations of specific work

situations or occupations across time and geography. Comparative examples are taken from the United States, Europe, and the Third World.

ILRIC 6370 Labor Relations in Asia

Fall. 4 credits. Limited enrollment; open to graduate students, seniors, and juniors. S. Kuruvilla.

Serves as an introduction to industrial relations in Asia. The emphasis is on highlighting the variation in industrial relations systems in Asia and will focus more on the systems of Japan, China, India, South Korea, and Singapore.

[ILRIC 7300 Research Seminar on Labor Markets in Comparative Perspective]

Fall and spring. 3 credits. Prerequisite: M.S. and Ph.D. students. Next offered 2010–2011. G. Fields.

For students writing theses or dissertations on economic aspects of labor markets in comparative perspective. Presentations and written papers required.]

[ILRIC 7310 Industrial Relations in Latin America]

Fall. 4 credits. Next offered 2010–2011. M. Cook.

Examines and compares changes in contemporary industrial relations throughout Latin America, with some comparative references to other regions of the Global South. The aim is to introduce students to the main issues in industrial relations of key Latin American countries, and through individual research papers, to enable students to become familiar with a specific country or sector/theme in two or more countries of the region.]

ILRIC 7360 Labor and Global Cities (also GOVT 7060)

Fall. 4 credits. L. Turner.

Examines social coalition building and innovative union strategies aimed at organizing, bargaining, economic development, and political influence in the United States and Europe. Student projects may focus on major cities anywhere in the world.

ILRIC 7900 ILR M.P.S. Program

Fall and spring. 1–9 credits.

Supervised research only for those enrolled in the ILR M.P.S. program.

ILRIC 7990 Directed Studies

For description, see “Collective Bargaining, Labor Law, and Labor History.”

Other courses approved to fulfill the ILRIC distribution requirement

ILRCB 3830 Workers' Rights as Human Rights

Fall. J. Gross.

For description, see “Collective Bargaining, Labor Law, and Labor History.”

ILRHR 4600 International Human Resource Management

Spring. L. Nishii.

For description, see “Human Resource Studies.”

ILRHR 4610 Working in the New Economy: The Sociology of Work

Spring. R. Batt.

For description, see “Human Resource Studies.”

ILRHR 4650 The Globalization at Work

Spring. R. Batt.

For description, see “Human Resource Studies.”

ILRHR 6900 Comparative Human Resource Management

Fall. L. Nishii.

For description, see “Human Resource Studies.”

ILRHR 6980 International Human Resource Policies and Institutions

Spring. J. Bishop.

For description, see “Human Resource Studies.”

ILRLE 4440 The Evolution of Social Policy in Britain and America (also ECON 4440)

Fall, spring. G. Boyer.

For description, see “Labor Economics.”

ILRLE 4480 Topics in 20th-Century Economic History: The Economics of Depression and the Rise of the Managed Economy (also ECON 4580)

Fall. G. Boyer.

For description, see “Labor Economics.”

ILRLE 6420 Economic Analysis of the Welfare State (also ECON 4600)

Fall. 4 credits. R. Hutchens.

For description, see “Labor Economics.”

INTERDEPARTMENTAL COURSES

ILRID 1500 Freshman Colloquium

Fall. 1 credit. Prerequisite: ILR freshmen. S–U grades only. Staff.

Acquaints first-year students with issues and disciplines in the field of industrial and labor relations and to establish acquaintanceship among members of the ILR faculty and small, randomly assigned groups of students. Includes a plant visit and several meetings early in the semester designed to introduce issues encountered in studying the employment relationship.

ILRID 5660 Public Policy

Spring. 4 credits. Offered only in New York City for M.P.S. program. Staff.

The government's influence on the workplace and the role of public policy in the use and preparation of the nation's human resources for employment is assessed. Areas of study include the government's historical role in the labor market and the effect of efficiency, price stability and economic growth, equity, and immigration policy and its market implications.

ILRID 5990 Cross-Cultural Work Experience

Fall. 1 credit. S–U grades only. W. Sonnestuhl.

Open to MILR students who will be working in the summer of 2008 in a country other than that of their citizenship or past work experience. This option is only available for students who have been enrolled for one academic year by the time the Internship begins. Enrollment occurs in regular pre-enrollment period, with a grade posted in the fall after the requirements are satisfied. Prior to registering for the course, students must obtain a summer internship offer and international students MUST report to the ISSO (B50 Caldwell Hall) for their work authorization forms.

ILRID 7900 ILR M.P.S. Program

Fall and spring. 1–9 credits.

Supervised research only for those enrolled in the ILR M.P.S. program.

LABOR ECONOMICS

G. Boyer, chair (364 Ives Hall, 255-2752); J. Abowd, F. Blau, R. Ehrenberg, G. Fields, M. Freedman, K. Hallock, R. Hutchens, K. Jackson, G. Jakubson, L. Kahn, and R. Smith

ILRLE 2400 Economics of Wages and Employment

Fall and spring. 3 credits. Prerequisites: ECON 1110–1120 or permission of instructor; ILR students may substitute ILRLE 4400 if they have calculus.

Applies the theory and elementary tools of economics to the characteristics and problems of the labor market. Considers both the demand (employer) and supply (employee) sides of the market to gain a deeper understanding of the effects of various government programs and private decisions targeted at the labor market. Topics include employment demand, basic compensation determination, education and training, benefits and the structure of compensation, labor-force participation and its relation to household production, occupational choice, migration, labor-market discrimination, and the effects of unions.

ILRLE 3440 Development of Economic Thought and Institutions (also ECON 3440)

Fall. 4 credits. Prerequisite: ECON 1110–1120 or equivalent. G. Boyer.

Examines the historical roots of the economic institutions currently dominant in Western Europe and the United States, and the evolution of economics as a discipline, from pre-industrial mercantilist thought through the economics of John Maynard Keynes. Readings focus on the relationship between economic development and the evolution of economic thought, and in particular on policies relating to labor and the relief of poverty.

ILRLE 4400 Labor Market Analysis (also ECON 3410)

Spring. 4 credits. Prerequisites: ECON 3130 and calculus; ILR students who have taken ILRLE 2400 cannot receive credit for this course.

For description, see ILRLE 2400. Designed for ECON majors with calculus.

ILRLE 4410 Income Distribution (also ECON 4550)

Spring. 4 credits. Prerequisite: ILRLE 2400 or ECON 3410. Students who have taken PAM 370 may not receive credit for 441. R. Hutchens.

Explores income distribution in the United States and the world. Topics 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.

ILRLE 4420 The Economics of Employee Benefits (also ECON 4560)

Fall. 4 credits. Prerequisite: ILR 2400 or equivalent. Staff.

In-depth treatment of the economics and financial management and administration of all employee benefits: health care, insurance,

retirement income, family-care benefits, executive incentive plans, and other compensation provided as a service or contingent financial package to employees. Includes detailed international comparisons of health care and retirement systems are included.

ILRLE 4430 Compensation, Incentives, and Productivity (also ECON 4430)

Fall. 4 credits. Prerequisite: ILRLE 2400 or equivalent. Staff.

Examines topics in labor economics of particular relevance to individual managers and firms. Representative topics include recruitment, screening, and hiring strategies; compensation (including retirement pensions and other benefits); training, turnover, and the theory of human capital; incentive schemes and promotions; layoffs, downsizing, and buyouts; teamwork; and internal labor markets. Focuses on labor-related business problems using the analytic tools of economic theory and should appeal to students with strong quantitative skills who are contemplating careers in general business, consulting, and human resource management as well as in economics.

ILRLE 4440 The Evolution of Social Policy in Britain and America (also ECON 4440)

Fall or spring. 4 credits. Prerequisite: ILRLE 2400 or equivalent. G. Boyer.

Surveys the history of social policy in Great Britain and the United States from 1800 to the adoption of the British welfare state after World War II. Topics include the role of poor relief in the early 19th century; the changing relationship between public relief and private charity; the adoption of social insurance programs and protective labor legislation for children and women; government intervention in the Great Depression; and the beginnings of the welfare state.

ILRLE 4450 Women in the Economy (also ECON 4570, FGSS 4460)

Fall. 4 credits. Prerequisite: ILRLE 2400 or equivalent. Staff.

Examines the changing economic roles of women and men in the labor market and in the family. Topics include a historical overview of changing gender roles; the determinants of the gender division of labor in the family; trends in female and male labor force participation; gender differences in occupations and earnings; the consequences of women's employment for the family; and a consideration of women's status in other countries.

ILRLE 4470 Social and Economic Data (also ILRLE 7400, INFO 4470)

Spring. 4 credits. Prerequisites: one semester of calculus, IS statistics requirement, at least one upper-level social science course, or permission of instructor. J. Abowd.

For description, see INFO 4470.

ILRLE 4480 Topics in 20th-Century Economic History: The Economics of Depression and the Rise of the Managed Economy (also ECON 4580)

Spring. 4 credits. Prerequisite: ILRLE 2400 or ECON 3140. G. Boyer.

Examines the anatomy of the Great Depression through the experiences of the two most important economies of the time: the United States and Great Britain. Also examines the development of macroeconomic

policy in the United States and Britain in the 1920s and 1930s and its evolution in the postwar world, culminating with the decline of Keynesian-style demand management policy under Reagan and Thatcher.

ILRLE 4950 Honors Program

Fall and spring (yearlong). 4 credits each semester.

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRLE 4970-4980 Field Research, Internship

Fall and spring. 4 and 8 credits.

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRLE 4990 Directed Studies

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRLE 5400 Labor Economics

Fall. 3 credits. Requirement for M.I.L.R. candidates. Prerequisites: ECON 1110-1120 or equivalent. Not open to students who have taken NBA 5440. G. Fields.

A course in labor market economics for prospective managers in the corporate, union, and governmental sectors. It begins with demand and supply in labor markets, presenting market-level analysis and the decision tools for workers and firms. It then goes on to consider various topics for managers including: education and training investments; the interdependence of capital market and labor market decisions; pay and productivity; attracting and retaining talent; workplace metrics; and pensions and retirement. The final section of the course covers public policy issues including policy evaluation methods, unemployment, poverty and inequality, and discrimination.

ILRLE 5440 Labor Market and Personnel Economics

4 credits. Offered only in New York City for M.P.S. program. Staff.

Four-module course in which the first module covers the basic elements of supply and demand in the labor market, the second and third modules cover the "new personnel economics" (emphasizing economic issues in a firm that relate to selecting, training, assigning, motivating, and compensating workers), and the final module covers key institutions and economic security issues (including unemployment, pensions, disability, discrimination, and unions). The goals of this course are for students to learn to analyze both business and public policy problems, taking into account both basic principles of economic theory and the relevant institutional environments.

ILRLE 6420 Economic Analysis of the Welfare State (also ECON 4600)

Fall. 4 credits. R. Hutchens.

Uses the tools of public economics to analyze modern welfare states. Although examples are drawn from several countries, the course focuses on the United States, Canada, and Sweden. What are the rationales for the level of government intervention in these states, and how do these rationales square with notions of market failure? What are the economic costs and benefits of taxes, transfers, and regulations in these states? Can voting models explain the growth and operation of welfare states? The possible answers to these questions are discussed.

ILRLE 6470 Economics of Education (also ECON 3470)

Spring. 4 credits. Prerequisite: ILRLE 2400 or intermediate microeconomics and statistics through multivariate linear models. R. Ehrenberg.

A survey of the econometric literature on a wide variety of educational issues, dealing with elementary, secondary, and higher education. The course begins with an introduction to experimental and quasi-experimental design and the implementation of these designs in multivariate regression models. Much of the course involves reading and discussing recent research, and students conduct their own empirical research projects.

ILRLE 6480 Economic Analysis of the University (also ECON 3420)

Fall. 4 credits. Staff.

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 usefully be applied to analyze resource allocation decisions at universities. Topics include 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 are 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.

ILRLE 7400 Social and Economic Data (GR RDC) (also INFO 7470, ECON 7400)

Spring. 4 credits. J. Abowd.

Teaches the basics required to acquire and transform raw information into social and economic data. Graduate materials emphasize methods for creating and certifying laboratories in which data privacy and confidentiality concerns can be controlled and audited. Legal, statistical, computing, and social science aspects of the data "manufacturing" process are treated. The formal U.S., Eurostat, OECD, and UN statistical infrastructure are covered as are major private data sources. Topics include basic statistical principles of populations and sampling frames; acquiring data via samples, censuses, administrative records, and transaction logging; the law, economics, and statistics of data privacy and confidentiality protection; data linking and integration techniques (probabilistic record linking; multivariate statistical matching); analytic methods in the social sciences. Graduate students are assumed to be interested in applying these techniques to original research in an area of specialization, and are required to do individual projects. This class may be taught to students at Cornell and other universities whose emphasis is placed on U.S. Census Bureau procedures.

ILRLE 7410 Applied Econometrics I (also ECON 7480)

Fall. 4 credits. Prerequisite: graduate Ph.D.-level sequence in econometrics or permission of instructor. S-U or letter grades. G. Jakubson.

Considers methods for the analysis of longitudinal data, that is, data in which a set of individual units are followed over time. Focuses on both estimation and specification testing of these models. Students consider how these statistical models are linked to underlying theories in the social sciences. Course coverage includes panel data methods (e.g., fixed, random, mixed effects models) factor analysis, measurement error models, and general moment structure methods.

ILRLE 7420 Applied Econometrics II (also ECON 7492)

Spring. 4 credits. Prerequisite: ILRLE 7410 or permission of instructor. Letter or S-U grades. G. Jakubson.

Continues from ILRLE 7410 and covers statistical methods for models in which the dependent variable is not continuous. Covers models for dichotomous response (including probit and logit); polychotomous response (including ordered response and multinomial logit); various types of censoring and truncation (e.g., the response variable is only observed when it is greater than a threshold); and sample selection issues. Includes an introduction to duration analysis. Covers not only the statistical issues but also the links between behavioral theories in the social sciences and the specification of the statistical model.

ILRLE 7430 Applied Econometrics III

Spring. 4 credits. Prerequisites: ILRLE 7410-7420 or permission of instructor. ILRLE 7410, 7420, and 7430 constitute Ph.D.-level sequence in applied microeconomics. Letter grades only. G. Jakubson.

Covers topics not covered in ILRLE 7410-7420, including further development of duration analysis, panel data methods for nonlinear models, quantile regression and related techniques, and an introduction to nonparametric and semiparametric methods. Additional topics as suggested by their use in applied areas of social science. Covers not only the statistical issues but also the links between behavioral theories in the social sciences and the specification of the statistical model. Also develops a general framework for the techniques covered in the ILRLE 7410-7420-7430 sequence.

ILRLE 7450 Seminar in Labor Economics I (also ECON 7420)

Fall. 4 credits. Note: ILRLE 7450 and 7460 constitute Ph.D.-level sequence in labor economics.

Includes reading and discussion of selected topics in labor economics. Stresses applications of economic theory and econometrics to the labor market and human resource areas.

ILRLE 7460 Seminar in Labor Economics II (also ECON 7430)

Spring. 4 credits. Note: ILRLE 7450 and 7460 constitute Ph.D.-level sequence in labor economics.

Includes reading and discussion of selected topics in labor economics. Stresses applications of economic theory and econometrics to the labor market and human resource areas.

ILRLE 7470 Economics of Education I (also ECON 7470)

Spring. 4 credits. Limited to economics and labor economics Ph.D. students or by permission of instructor. R. Ehrenberg.

Survey of the econometric research on a wide variety of higher education issues. Topics include public and private funding, financial aid and tuition policies, faculty labor markets, and Ph.D. production.

ILRLE 7471 Economics of Education II

Fall. 4 credits. K. Jackson.

Survey of the econometric research and theory on a wide variety of education issues at the elementary and secondary level. Topics include school finance policies, peer effects, accountability, incentives, class size debate, and teacher labor markets. The two-semester sequence in the Economics of Education can be taken in any order.

ILRLE 7490 Economics of Development (also ECON 7720)

Fall. 4 credits. Prerequisites: first-year graduate economic theory and econometrics. G. Fields.

Takes analytical approaches to the economic problems of developing nations. Topics include old and new directions in development economics thinking; the welfare economics of poverty and inequality; empirical evidence on who benefits from economic development; labor market models; project analysis with application to the economics of education; and development policy.

ILRLE 7900 ILR M.P.S. Program

Fall and spring. 1-9 credits.

Supervised research only for those enrolled in the ILR M.P.S. program.

ILRLE 7980 Internship

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRLE 7990 Directed Studies

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRLE 9400 Workshop in Labor Economics

Fall and spring. 3 credits. Intended for Ph.D. students who have started to write their dissertations.

Presentations of completed papers and work in progress by faculty members, advanced graduate students, and speakers from other universities. Focuses on the formulation, design, and execution of dissertations.

ORGANIZATIONAL BEHAVIOR

P. Tolbert, chair (146 East Ives Hall, 255-9527); S. Bacharach, M. Besharov, J. Goncalo, T. Hammer, E. Lawler, B. Rubineau, M. Williams, W. Sonnenstuhl

ILROB 1220 Introduction to Organizational Behavior

Fall and spring. 3 credits. Staff.

Introductory survey course of theory and research on individual and group processes (including personality, motivation, communication, leadership), as well as structural and economic forces (including organizational design, power relations, inter-organizational ties, social norms and laws) that shape the contemporary workplace.

ILROB 1750 Behavior, Values, and Performance

Fall and spring. 3 credits. Not open to ILR students. Staff.

Examines the modern technology-based organization as a workplace. With global competitive dynamics as a backdrop, the course explores how organizational structures, processes, and practices have evolved to meet environmental challenges and will define the behavioral implications of those changes for practicing engineers and designers and managers who work with them. Interpreting such changes and building a capacity for professional effectiveness in this environment requires students to develop a working familiarity with an array of social and behavioral science literature, dealing with such matters as personal identity, motivation, and job design; creativity and the organizational enablers to innovation; group dynamics and project effectiveness; perception, communication, and cross-cultural understanding; and ethical decision making in a high-stress environment. The teaching cases/situations used reflect the orientation of the course toward technology-based organizations.

ILROB 2220 Controversies about Inequality (also SOC/PAM/DSOC/GOVT 2220, PHIL 1950)

Spring. 4 credits. S. Morgan.

For description, see SOC 2200.

ILROB 2225 Commitments to Groups and Organizations

Fall. 3 credits. Sophomore writing course. E. Lawler.

Deals with how and when people become committed to groups and organizations. Such commitments are an important source of social order, solidarity, altruism, and citizenship behavior in small groups and large organizations. Emphasizes sociological and social psychological theories of commitment, solidarity, and order, including in particular those dealing with the role of power, legitimacy, trust, affect, and social identity. Taught in a seminar format and involves frequent writing assignments and a major paper.

ILROB 3200 The Psychology of Industrial Engineering

Fall. 4 credits. T. Hammer.

Study of the human factors in the industrial engineering of work, workplaces, tools, and machinery. 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; and conflict.

ILROB 3201 Organizational Change: Theory and Practice

Fall. 3 credits. Prerequisite: ILROB 1220. M. Besharov.

Examines problems of change in organizations from both a theoretical and practical perspective. We consider questions such as: How does change occur in organizations? What is the role of leaders in creating and sustaining change in organizations? What is organizational culture and how does it affect change? The course draws on theory and research from sociology and related disciplines. Course material also includes case studies and interactive exercises.

ILROB 3210 Group Solidarity (also SOC 3110)

Fall. 4 credits. M. Macy.

For description, see SOC 3110.

ILROB 3290 Organizational Cultures

Fall or spring. 4 credits. Prerequisite: one or more courses in OB and/or sociology. W. Sonnenstuhl.

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 is given to rites and ceremonials as a cultural form in organizational life that consolidates many of these expressive forms into one. The course examines 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 also receive attention, especially the part played by occupational subcultures in formal organizations.

ILROB 3700 The Study of Work Motivation

Fall. 4 credits. Prerequisite: junior or senior standing. T. Hammer.

Designed to acquaint students with the basic concepts and theories of human motivation with implications for job design and organizational effectiveness. Focuses on theories of worker motivation and on research approaches and results as they apply to the performance of individuals and groups in formal organizations. Readings are predominantly from the field of organizational psychology, supplemented by relevant contributions from experimental and social psychology. Each student designs, executes, and analyzes a research study of his or her own.

ILROB 4220 Organizations and Deviance

Fall or spring. 4 credits. Limited to 60 students. W. Sonnenstuhl.

Focuses on the deviant actions of organizations, including such behaviors as price fixing, environmental pollution, illegal campaign contributions, and discrimination in hiring and promotion. Examines the origins of such behaviors in organizations, the processes by which they became institutionalized, and the processes by which they become defined as deviant organizational actions. Within this context, the course examines such contemporary cases as Exxon's Valdez oil spill, Iran-Contra, drug testing, and the federal savings and loan scandal. These events raise troubling questions about what it means to live and work in an organizational society, and they cannot be dismissed as instances of a few individuals gone bad.

ILROB 4230 Leadership in Organizations

Fall or spring. 4 credits. T. Hammer.

Covers basic leadership theories with an emphasis on how they are used, analyzes leadership cases, and examines current leadership surveys and training materials. We also study leadership philosophies and management practices in countries outside of the United States. In addition, you learn to evaluate and use leadership "best-sellers," that is, the kind of books that sell in airports.

ILROB 4240 Social Influence and Persuasion

Fall. 4 credits. Prerequisites: junior or senior standing. J. Goncalo.

Many of the most admired organizations are adept at using social influence to achieve their strategic objectives. This course reviews basic theories of social influence such as conformity, group polarization, and social facilitation to understand how social influence tactics can be used to make organizations more efficient and productive. The course also considers how these tactics can backfire when excessive agreement gives rise to groupthink and poor decisions. We conclude by exploring strategies for managing social influence processes to encourage creativity and innovation in organizations.

ILROB 4250 Seminar in Organizational Culture

Spring. 4 credits. Limited to 20 students. Prerequisite: ILROB 3290 and permission of instructor. W. Sonnenstuhl.

Expands on the theoretical ideas developed in the earlier course through more focused reading, intensive fieldwork, and paper writing. Students are accepted into the seminar based on their research projects for ILROB 3290 and work with the professor to develop a more detailed reading list and more focused data collection strategy for expanding upon their earlier projects. The seminar also is taught as an intensive writing experience.

ILROB 4260 Managing Creativity

Fall. 4 credits. J. Goncalo.

Although most people can agree that creativity is an important concept, there is often very little agreement about what creativity is and how we can achieve it. This course surveys basic theories of creativity with the goal of applying this knowledge to the management of creativity in organizations. It focuses primarily on (1) cognitive theories about creative thought, (2) personality theories about exceptionally creative individuals (3) social-psychological theories about creative groups, and (4) the points at which these approaches interact. The course concludes by questioning whether, given the costs involved, anyone would willingly follow the path of a creative individual or implement the practices of the most innovative firms.

ILROB 4270 The Professions: Organization and Control

Fall. 4 credits. Prerequisite: permission of instructor. P. Tolbert.

Focuses on the sources of power and control exercised by professional groups in contemporary society. A number of issues are 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.

ILROB 4280 Blue-Collar Work in America

Spring. 4 credits. Prerequisites: ILROB 1220. S. Bacharach and W. Sonnenstuhl.

Although America is often described as a post-industrial society in which service jobs predominate, the term "blue collar" remains relevant for understanding workplace relationship and their consequences. This course examines the nature of blue-collar work in the 21st century. It takes an in-depth

look at a number of blue-collar occupations to understand workers' experiences. Special attention is paid to the manner in which management exercises control over blue-collar workers, the strategies workers use to gain greater discretion over their work, and the social and psychological consequences that follow from this struggle. This course uses lectures, readings, and interviews/discussions with blue-collar workers to illuminate workers' experiences. It uses long-distance learning technology to bring New York city-based blue-collar workers into the Ithaca classroom.

ILROB 4290 Organizational Politics and Institutional Change

Spring, seven weeks. 2 credits. Prerequisite: junior or senior standing; permission of instructor. Students should see instructor before first class. S. Bacharach.

Examines the market, cultural, political, and structural forces that change the organizational "rules of the game," how those changes affect individuals and organizations, and the distortions that occur as individuals and organizations attempt to adjust to a new unstable order. Issues examined include power, corruption, deal-making, rationality, uncertainty, and competition. Course requirements include completing a major research paper and leading a class discussion.

ILROB 4700 Group Processes

Fall. 4 credits. Prerequisites: ILROB 1220 or equivalent; junior or senior standing. E. Lawler.

A review of theoretical approaches and selected research on group phenomena, including the formation of groups, the structure of group relations, and group performance. Specific topics include conformity and obedience, status and power relations, social identity, emotions and emotion management, group solidarity and commitment, and groups within larger organizations.

ILROB 4710 Organizations and Negotiation

Spring. 4 credits. *If you have completed ILROB 6011 you are NOT eligible to take this course.* Course fee: \$31, which includes cases for in-class negotiation simulations, online Negotiation Style Survey, and individualized assessment report. M. Williams.

This introductory course provides understanding of the theory and the processes of negotiations as practiced in a variety of organizational settings. It is designed for relevance to the broad spectrum of bargaining problems faced by team members, managers, and professionals. It allows students the opportunity to develop negotiation skills experientially and to understand negotiation by using analytical frameworks. General topics include: distributive bargaining, integrative negotiations, psychological biases, and multiparty negotiations. Advanced topics include: sources of power, dispute resolution, emotionally intelligent negotiations, team on team negotiations (e.g., union management). Simulations, exercises, role-playing, and cases are emphasized.

ILROB 4720 Applied Organizational Behavior

Fall. 4 credits. Prerequisite: ILROB 1220. S. Bacharach.

Introduces students to intermediate theory of organizational behavior. Concentrates specifically on teaching students to use

organizational theories for analytical and applied purposes. Topics include organizational structure, work processes, organizational politics, organizational design, job design, incentive systems, and quality-of-work-life programs.

ILROB 4750 Organizational Uncertainty and Tactical Leadership

Spring, seven weeks. 2 credits.
S. Bacharach.

Focuses on how leaders implement and sustain ideas in organizations during periods where it is clear that coming up with the perfect answer is impossible because of conditions of uncertainty. Specifically, the premise is that a good idea is not enough. What you need are the tactical skills to mobilize, implement, and sustain the idea throughout the organization. These tactical skills are the focus of the seminar. Through a series of examples and structured cases, students learn the skills of mobilization, coalition formation, and execution. There is a specific concern about how leaders need to anticipate reaction of others, analyze the political terrain in their organizations, and establish credibility. Leadership is examined not from the perspective of personality but from the perspective of practical skills that can be learned. These skills are applied to numerous types of organizations. There is case material, a required film, and tutorials. The class is broken up into six groups and grades assigned on the basis of group exercises and one final group project. An effort is made to balance the class equally between graduate and undergraduate students. Please note that the final project is a comprehensive case development in which each group must extensively illustrate many of the arguments presented in the course. The final illustrates many of the arguments presented in the course.

ILROB 4950 Honors Program

Fall and spring (yearlong). 3 credits each semester.

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILROB 4970-4980 Field Research, Internship

Fall and spring. 4 and 8 credits.

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILROB 4990 Directed Studies

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILROB 5200 Organizational Behavior

Fall or spring. 3 credits. Staff.
Survey of concepts, theories, and research from the fields of sociology, psychology, and social psychology as these relate to the behavior of individuals, groups, and work organizations. Topics include: job attitudes, motivation, leadership and power, group formation, organizational structure, and interorganizational relations. This course is designed for students in professional programs.

ILROB 5210 Organizational Design, Culture, and Change

Fall. 3 credits. Prerequisite: ILROB 5200.
M. Besharov.

The goal of this course is to expose students to some of the central challenges in designing effective organizations, shaping organizational culture, and leading organizational change.

The course draws on theory and research from sociology and related disciplines. Course material also includes case studies and interactive exercises.

ILROB 5250 Organizational Behavior

Fall, spring. 4 credits. Offered only in New York City for M.P.S. program. Staff.

Applies theories and methods from the behavioral sciences to the analysis of behavior in organizations. Areas of study include classical and modern theories of organization and their underlying assumptions of human nature, the relationship between organizations and their environment, the role of power, politics, and decision-making in organizations, industrial history, and leadership culture.

ILROB 5790 Negotiation and Conflict Resolution

Fall. 4 credits. Course fee: \$31, which includes cases for in-class simulations, online Negotiation Style Survey, and individualized assessment report.
M. Williams.

Provides understanding of the theory and the processes of negotiation as practiced in a variety of organizational settings. The course is designed for relevance to the broad spectrum of bargaining problems faced by the manager and the professional. It allows students the opportunity to develop negotiation skills experientially and to understand negotiation by using analytical frameworks. General topics include: distributive bargaining, integrative negotiations, psychological biases, sources of power, and multi-party negotiations. Advanced topics include: dispute resolution, emotionally intelligent negotiations, team on team negotiations (e.g., union-management, mergers). Simulations, exercises, role-playing, and cases are emphasized.

ILROB 6202 Political Leadership and Managerial Competence in Organizations

Spring; seven-week course. 2 credits.
S. Bacharach.

The capacity to lead politically is a talent often not made explicit. All too often we're not clear where politics ends and management begins and vice versa. This course will try to clarify these issues. Will focus on key political skills that are necessary in getting agendas put in place in organizations. Making use of historical figures as well as contemporary examples, this course with empirically and theoretically frame the issue of political skills. Students will be required to write a paper on one political leader and evaluate his or her political skills based on the material presented in this course. Among the leaders to be discussed will be Lincoln, Gandhi, FDR, LBJ, etc. Readings will include Machiavelli's *The Prince*, as well as current texts on leadership. Taught via distance video technology.

ILROB 6221 Dialogues on Diversity: Learning to Work Cross-Culturally

Spring; seven-week course. 2 credits.
Prerequisite: permission of instructor.
W. Sonnenstuhl.

Consist of a series of dialogues between ILR and ESCP-EAP faculty members about diversity-related issues and learning to work with one another in diverse groups. Each session will be organized as a dialogue between two faculty members. The dialogue will highlight the similarities and differences between American and European ideas and provide students with opportunities to examine how those may be applied to work

organizations. Some topics to be discussed are: What does diversity mean in the United States and Europe? How do people work in diverse international teams? What are the roles of human resource managers in implementing diversity in the United States and Europe? How does immigration impact diversity in the United States and Europe? How do we negotiate across cultures? What does leadership mean in an international workplace? Students will work as part of a U.S.-European team on projects.

ILROB 6250 Conflict, Power, and Negotiation

Fall. 4 credits. Limited enrollment.

Prerequisite: senior or graduate standing; permission of instructor. E. Lawler.

Theoretical seminar that adopts a power perspective on bargaining and conflict resolution. Examines how power relations and power processes affect tactics in bargaining and also when power relations inhibit or promote conflict resolution. "Power" is viewed in the course as a capability, embedded in a social structure, and tactics are the action based on or using such power. The seminar gives an overview of several theoretical approaches to conflict and bargaining (e.g., rational choice, cognitive, social exchange) and places the power perspective in this context.

ILROB 6251 Building Commitment to Groups and Organizations

Fall. 4 credits. Prerequisite: ILROB 5200 and permission of instructor. E. Lawler.

Graduate seminar intended for Masters in Industrial and Labor Relations (MILR) students. Uses sociological and social psychological theories to understand the foundations of commitment, cohesion, and solidarity in groups and organizations. Topics include the role of rational choice, social dilemmas, trust, social exchange, norms, affect, and social identity. Students read and discuss theoretical/conceptual material in the first half or so of the course; during the second half, they present papers that apply one or more of the theories to a case of their choosing.

ILROB 6260 Organizations and Social Inequality

Spring. 4 credits. P. Tolbert.

Examines the central role that organizations in industrial societies play in allocating income, status, and other resources to individuals. A variety of theoretical explanations of social inequality are examined, and the social policy implications of each are considered.

ILROB 6270 Leadership in Organizations

Spring. 4 credits. Prerequisite: graduate standing; seniors by permission of instructor. T. Hammer.

Examination of theories and research findings from the behavioral sciences that are relevant to leadership and the influence process in groups and organizations. Discusses personality, situational factors, intergroup processes, interpersonal perception as well as the motivation to both lead and follow. Explores the implications for leadership training, organization development, and action research.

ILROB 6710 Work, Health, and Health Care

Spring. 4 credits. Prerequisite: permission of instructor. W. Sonnenstuhl.

The health care industry is the fastest growing segment of the U.S. economy. Examines the

interplay between business organizations, which fund employee health insurance, and health. The first half of the course will focus on U.S. organizations with topics ranging from corporate culture and power to the structure of work in health care organizations. For instance, we will examine how power and corporate culture influence the definition of health, employee attention to safety, and employee willingness to use wellness programs. The second half of the course will shift to an international comparative analysis of work, health, and health care in countries with differing institutional environments, including Canada, the United Kingdom, Germany, and Korea.

ILROB 6790 Methods of Observation and Analysis of Behavior

Fall or spring. 4 credits. Limited to 25 students. Prerequisite: permission of instructor. W. Sonnenstuhl.

Focuses on qualitative methods and emphasizes learning by doing. Examines different approaches to the collection and analysis of data. Students learn a variety of data collection techniques for understanding individual and collective behavior, including participant observation, in-depth interviews, and working with archival materials. The course also emphasizes the constant comparative method as a basic technique for data analysis. This technique is the basis of such qualitative computer programs as Ethnograph and Nudist. Students conduct their own research projects. Students who wish to use qualitative methods either for a senior honors thesis, master's thesis, or doctoral dissertation are encouraged to take this course.

ILROB 7210 Advanced Micro Organizational Behavior

Spring. 3 credits. Staff.

Examines the historical development of psychological theories of organizational behavior and contemporary issues in micro organizational research. Emphasizes reading and analysis of primary source material.

ILROB 7220 Advanced Macro Organizational Behavior

Fall. 3 credits. Prerequisite: ILROB 5200. Staff.

Examines the historical development of sociological theories of organizations and contemporary issues in macro organizational research. Emphasizes reading and analysis of primary source material.

ILROB 7240 Managing Social Influence

Fall. 3 credits. J. Goncalo.

Survey of basic theories of social influence and how they are applied (and sometimes misapplied) to managing people in organizations. Theories covered include social facilitation, social norms, group polarization, conformity and minority influence. Emphasizes the evaluation of certain popular management techniques in light of social influence processes.

ILROB 7250 Analysis of Published Research in Organizational Behavior

Fall. 3 credits. Prerequisites: ILROB 5200 and one year of statistics. Staff.

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.

ILROB 7260 Selected Topics in Organizational Behavior

Fall. 3 credits. Prerequisites: ILROB 5200 and permission of instructor. Staff.

Advanced proseminar that seeks to develop an interdisciplinary perspective on selected topics in organizational behavior. The topics themselves 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 is placed on exploring the relevance of tradition in related disciplines (e.g., anthropology, linguistics, philosophy, sociology) that may enrich our understanding of organizational life.

ILROB 7270 Leadership in Organizations

Fall or spring. 3 credits. Open to MLR graduates. T. Hammer.

Covers basic leadership theories with an emphasis on how they are used, analyzes leadership cases, and examines current leadership surveys and training material. To allow you to gain additional information of practical use, you also have at the end of the semester a collection of essays on two practical topics: how to read and use leadership "best-sellers" (the kind of book that sells in airports), and leadership philosophies and management practices in foreign countries.

ILROB 7280 Theories of Motivation and Leadership

Spring. 4 credits. Prerequisite: ILROB 5200. T. Hammer.

Introduction to basic concepts of human motivation in general, with particular emphasis on the theories that explain and predict work motivation. Students examine the empirical research that tests the validity of the theories and shows how and under what conditions different motivation models can be used for practice in work organizations. Several current microtheories of leadership and power and related research are examined. The disciplinary perspective employed is social organizational psychology, and the level of analysis emphasized is action and experience of individuals in groups.

ILROB 7290 Organizational Change and Intervention

Fall. 3 credits. Prerequisite: graduate standing.

Seminar concerned with planned and unplanned change in organizations. It is designed to analyze theory in practice. Particular attention is paid to the role of internal and external change agents. Students are encouraged to analyze contemporary changes such as mergers and acquisitions and workforce reductions. Participants submit weekly workforce journals.

ILROB 7780 Solidarity in Groups (also SOC 7780)

Fall. 3 credits. Prerequisite: M.S. and Ph.D. candidates in department. All M.S. and Ph.D. candidates in department at work on their theses are strongly urged to enroll. S-U grades only. E. Lawler.

It analyzes contemporary theories of group solidarity. Particular attention is given to the comparison of rational choice, social exchange, and normative/affective explanations for the development and maintenance of social solidarity at both the micro (group) level and macro (organizational) level. Trust, emotion, social

identities also are analyzed in the context of these approaches. Most of the theoretical work covered in the course falls within the sociological tradition.

ILROB 7900 ILR M.P.S. Program

Fall and spring. 1-9 credits. Supervised research only for those enrolled in the ILR M.P.S. program.

ILROB 7980 Internship

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILROB 7990 Directed Studies

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILROB 9200 Organizational Behavior Workshop

Fall. 2 credits. Prerequisite: M.S. and Ph.D. candidates in department. All M.S. and Ph.D. candidates in department at work on their theses are strongly urged to enroll. S-U grades only. Staff.

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. Each student is expected to make at least one presentation during the year, focusing on the formulation, design, execution, and results of his or her thesis research.

SOCIAL STATISTICS

J. Bunge, chair (358 Ives Hall, 255-8643); T. DiCiccio, M. L. Karns, P. Velleman, and T. Wells

ILRST 2100 Introductory Statistics (also STSCI 2100)

Fall, spring, and summer. 4 credits.

Prerequisite: introductory algebra. L. Karns, P. Velleman, and T. Wells.

Statistics is about understanding the world through data. We are surrounded by data, so there is a lot to understand. Covers data exploration and display, data gathering methods, probability, and statistical inference methods through contingency tables and linear regression. The emphasis is on thinking scientifically, understanding what is commonly done with data (and doing some of it for yourself), and laying a foundation for further study. You will learn to use statistical software, and to use simulation tools to discover fundamental results. Will use computers regularly; the test includes both multimedia materials and a software package. This course does not focus on data from any particular discipline, but will use real-world examples from a wide variety of disciplines and current events.

ILRST 2130 Research Strategies and Regression Analysis

Fall. 3 credits. Limited to 20 students. Prerequisite: ILRST 2100 or equivalent.

L. Karns.

Builds on the introduction to statistics course by considering multivariate regression methods. Application of the methods is explored through the analysis of data found by each student. Topics include: regression inference, indicator variables, analysis of outliers, interaction terms, interpretation, and presentation. Analysis process and interpretation will be emphasized rather than

specific research results. Students will present their final models in class.

ILRST 2150 Statistical Applications in Law and Policy

Fall. 4 credits. Prerequisite: ILRST 2100. Sophomore writing course. L. Karns.

The practical aspects of quantitative research in law and policy (occupational and environmental health, product liability, and employment discrimination). Students will evaluate the existing literature on a topic, analyze statistical merits, and make quantitative arguments. Standards of evidence will be considered. Required weekly writing assignments, a preliminary paper, and a final paper. Final oral presentations.

ILRST 2200 Occupational Epidemiology

Fall. 3 credits. Prerequisite: ILRST 2100 or equivalent. L. Karns.

Occupational epidemiology is the investigation of workplace health issues requiring knowledge of medicine, organizational structures, industrial hygiene, and human behavior. An introduction to occupational epidemiology through exploration of research design (cohort, case-control, and cross-sectional), exposure assessment, and statistical evaluation of the health issue. Students will use odds ratios, relative risk, and logistic regression models to measure the relationship between exposure and outcome. All students will select a topic area of interest, summarize current knowledge, and develop a research design protocol for future implementation.

ILRST 3100 Statistical Sampling (also BTRY 3100)

Fall. 4 credits. Prerequisite: two semesters of statistics. J. Bunge.

Theory and application of statistical sampling, especially in regard to sample design, cost, estimation of population quantities, and error estimation. Assessment of nonsampling errors. Discussion of applications to social and biological sciences and to business problems. Includes an applied project.

ILRST 3120 Applied Regression Methods

Fall. 4 credits. Prerequisite: ILRST 2100 or equivalent. P. Velleman.

Reviews matrix algebra necessary to analyze regression models. Covers multiple linear regression, analysis of variance, nonlinear regression, and linear logistic regression models. For these models, least squares and maximum likelihood estimation, hypothesis testing, model selection, and diagnostic procedures are considered. Illustrative examples are taken from the social sciences. Computer packages are used.

[ILRST 4070 Principles of Probability and Statistics (also BTRY 4070)]

Fall. 4 credits. Next offered 2010–2011. Staff.

For description, see BTRY 4070.]

ILRST 4100 Techniques of Multivariate Analysis (also BTRY 4100)

Spring. 4 credits. Prerequisite: ILRST 3120 or equivalent; some knowledge of matrix notation. Staff.

Discusses techniques of multivariate statistical analysis and illustrates them using examples from various fields. Emphasizes application, but theory is not ignored. Deviation from assumptions and the rationale for choices among techniques are discussed. Students are expected to learn how to thoroughly analyze real-life data sets using computer-packaged

programs. Topics include multivariate normal distribution, sample geometry and multivariate distances, inference about a mean vector, comparison of several multivariate means, variances, and covariances; detection of multivariate outliers; principal component analysis; factor analysis; canonical correlation analysis; discriminant analysis; and multivariate multiple regression.

[ILRST 4110 Statistical Analysis of Qualitative Data (also BTRY 6030)]

Spring. 4 credits. Prerequisite: two statistics courses or permission of instructor. Next offered 2010–2011. T. DiCiccio.

Advanced undergraduate and beginning graduate course. Includes treatment of association between qualitative variates; contingency tables; log-linear models; binary ordinal and multinomial regression models; and limit dependent variables.]

[ILRST 4140 Statistical Methods: Applied Design (also BTRY 6040)]

Fall. 3 credits. Prerequisites: ILRST 2100, 2130, or ILRST 5100, 5110, or equivalent. Next offered 2010–2011. T. DiCiccio.]

ILRST 4990 Directed Studies

For description, see "Collective Bargaining, Labor Law, and Labor History."

ILRST 5100 Statistical Methods for the Social Sciences I

Fall. 3 credits. T. DiCiccio.

A first course in statistics for graduate students in the social sciences. Descriptive statistics, probability and sampling distributions, estimation, hypothesis testing, simple linear regression, and correlation. Students are instructed on the use of a statistics computer package at the beginning of the term and use it for weekly assignments.

ILRST 5110 Statistical Methods for the Social Sciences II

Fall and spring. 3 credits. Prerequisite: ILRST 5100 or equivalent introductory statistics course. T. DiCiccio.

Second course in statistics that emphasizes applications to the social sciences. Topics include simple linear regression; multiple linear regression (theory, model building, and model diagnostics); and the analysis of variance. Computer packages are used extensively.

ILRST 5150 Statistical Research Methods

Fall or spring. 4 credits. Offered only in New York City for M.P.S. program. Staff.

Students learn basic skills for conducting qualitative and survey research. They work through an introductory review course at home on their own time. After passing an exam, they attend a two-week immersion course in Ithaca taught by the on-campus faculty in July. Topics include an introduction to surveys and discrete analysis, basic regression, and integration of qualitative and quantitative research methods.

ILRST 6140 Structural Equations with Latent Variables

Fall. 3 credits. Prerequisites: ILRST 2100/5100/5110 or equivalent. M. Wells.

Provides a comprehensive introduction to the general structural equation system, commonly known as the "LISREL model." One purpose of the course is to demonstrate the generality of this model. Rather than treating path analysis, recursive and nonrecursive models, classical econometrics, and confirmatory factor analysis

as distinct and unique, we will treat them as special cases of a common model. Another goal of the course is to emphasize the application of these techniques.

ILRST 6190 Special Topics in Social Statistics

Spring. 3 credits. Prerequisite: ORIE 6700 or equivalent. A. Vidyashankar.

The areas of study are determined each semester by the instructor offering the seminar. Topics may include: hierarchical linear models, the multivariate normal and Wishart distributions, multivariate sampling, tests of mean and covariance, multivariate regression, principal components, factor analysis, canonical correlation, robustness, and bootstrap confidence regions and tests.

[ILRST 7150 Likelihood Inference]

Fall. 3 credits. Prerequisite: graduate courses equivalent to ORIE 6700. Next offered 2010–2011. T. DiCiccio.

In most statistical models, exact distribution theory for testing hypotheses or constructing confidence intervals is either unavailable or computationally cumbersome. Inferences are routinely performed by using large-sample approximations to the distributions of test statistics. This course provides a survey of some recent higher-order asymptotic approximations for likelihood-based methods of inference.]

[ILRST 7170 Analysis of Longitudinal Data]

Spring. 3 credits. Prerequisites: extensive knowledge of SAS; advanced linear models; probability and statistics (at level of text by Casella and Berger). Next offered 2010–2011. A. Vidyashankar.

Comprehensive introduction to analysis of longitudinal data. Involves modeling, analysis, and a diagnostic components. Modeling and methodology for analysis of missing data are also incorporated.]

ILRST 7990 Directed Studies

For description, see "Collective Bargaining, Labor Law, and Labor History."

FACULTY ROSTER

Abowd, John M., Ph.D., U. of Chicago.

Edmund Ezra Day Prof. of Industrial and Labor Relations, Labor Economics

Applegate, Ronald, Ph.D., SUNY Binghamton. Lec., Collective Bargaining, Labor Law, and Labor History

Bacharach, Samuel, Ph.D., U. of Wisconsin.

Jean McKelvey-Alice Grant Prof. of Labor Management Relations, Organizational Behavior

Basefsky, Stuart, M.L.S., U. of North Carolina. Lec., Human Resource Studies

Batt, Rosemary, Ph.D., Massachusetts Inst. of Technology. Alice Cook Professorship in Women and Work; Assoc. Prof., Human Resource Studies

Bell, Bradford, Ph.D., Michigan State U. Assoc. Prof., Human Resource Studies

Besharov, Marya, Ph.D., Harvard U. Asst. Prof., Organizational Behavior

Bishop, John H., Ph.D., U. of Michigan. Assoc. Prof., Human Resource Studies

Blau, Francine D., Ph.D., Harvard U. Francis Perkins Prof. of Industrial and Labor Relations, Labor Economics

Boyer, George R., Ph.D., U. of Wisconsin. Prof., Labor Economics

- Bronfenbrenner, Kate, Ph.D., Cornell U. Sr. Lec., Extension and Collective Bargaining, Labor Law, and Labor History
- Bunge, John A., Ph.D., Ohio State U. Assoc. Prof., Social Statistics
- Cohen, Daniel, Ed.M., Case Western Reserve U. Lec., Human Resource Studies
- Collins, Christopher, Ph.D., U. of Maryland. Assoc. Prof., Human Resource Studies
- Colvin, Alexander, Ph.D., Cornell U. Assoc. Prof., Collective Bargaining, Labor Law, and Labor History
- Compas, Lance, J.D., Yale Law School. Sr. Lec., Collective Bargaining, Labor Law, and Labor History
- Cook, Maria L., Ph.D., U. of California, Berkeley. Assoc. Prof., Collective Bargaining, Labor Law, and Labor History
- Cowie, Jefferson R., Ph.D., U. of North Carolina, Chapel Hill. Assoc. Prof., Collective Bargaining Labor Law and Labor History
- Daniel, Cletus E., Ph.D., U. of Washington. Prof., Collective Bargaining, Labor Law, and Labor History
- DeVault, Ileen A., Ph.D., Yale U. Assoc. Prof., Collective Bargaining, Labor Law, and Labor History
- DiCiccio, Thomas J., Ph.D., U. of Waterloo (Canada). Assoc. Prof., Social Statistics
- Dragoni, Lisa, Ph.D., U. Maryland. Asst. Prof., Human Resource Studies
- Dyer, Lee D., Ph.D., U. of Wisconsin. Prof., Human Resource Studies
- Ehrenberg, Ronald, Ph.D., Northwestern U. Irving M. Ives Professor of Industrial and Labor Relations and Economics, Labor Economics
- Fields, Gary S., Ph.D., U. of Michigan. Prof., Labor Economics, and International and Comparative Labor
- Freedman, Matthew, Ph.D., U. of Maryland. Asst. Prof., Labor Economics
- Givan, Rebecca K., Ph.D., Northwestern U. Asst. Prof., Collective Bargaining, Labor Law, and Labor History
- Gold, Michael E., LL.B., Stanford U. Assoc. Prof., Collective Bargaining, Labor Law, and Labor History
- Goncalo, Jack, Ph.D., U. of California, Berkeley. Asst. Prof., Organizational Behavior
- Griffith, Kati L., J.D., New York U. School of Law. Asst. Prof., Collective Bargaining, Labor Law, and Labor History
- Gross, James A., Ph.D., U. of Wisconsin. Prof., Collective Bargaining, Labor Law, and Labor History
- Hallock, Kevin, Ph.D., Princeton U. Assoc. Prof., Human Resource Studies
- Hammer, Tove H., Ph.D., U. of Maryland. Prof., Organizational Behavior
- Hausknecht, John P., Ph.D., Penn State U. Asst. Prof., Human Resource Studies
- Homrighouse, Christina, B.S., Ithaca Coll. Lec., Human Resource Studies
- Hurd, Richard W., Ph.D., Vanderbilt U. Prof., Extension and Public Service
- Hutchens, Robert M., Ph.D., U. of Wisconsin. Prof., Labor Economics
- Jackson, Clement, Ph.D., Harvard U. Asst. Prof., Labor Economics
- Jakubson, George H., Ph.D., U. of Wisconsin. Assoc. Prof., Labor Economics
- Kahn, Lawrence M., Ph.D., U. of California, Berkeley. Prof., Collective Bargaining, Labor Law, and Labor History/Labor Economics
- Karns, M. Elizabeth, J.D., Quinnipiac U. Lec., Social Statistics
- Katz, Harry C., Ph.D., U. of California, Berkeley. Jack Sheinkman Prof. in Collective Bargaining, Labor Law, and Labor History
- Kuruvilla, Sarosh C., Ph.D., U. of Iowa. Prof., Collective Bargaining, Labor Law, and Labor History
- Lawler, Edward J., Ph.D., U. of Wisconsin, Madison. Martin P. Catherwood Prof., Organizational Behavior
- Lieberwitz, Risa L., J.D., U. of Florida. Assoc. 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
- Nishii, Lisa, Ph.D., U. of Maryland. Asst. Prof., Human Resource Studies
- Rubineau, Brian, Ph.D., Massachusetts Inst. of Technology. Asst. Prof., Organizational Behavior
- Salvatore, Nicholas, Ph.D., U. of California, Berkeley. 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
- Sonnenstuhl, William J., Ph.D., New York U. Assoc. Prof., Extension and Organizational Behavior
- Tolbert, Pamela S., Ph.D., U. of California. Prof., Organizational Behavior
- Turner, Lowell R., Ph.D., U. of California. Prof., Collective Bargaining, Labor Law and Labor History/International and Comparative Labor
- Velleman, Paul F., Ph.D., Princeton U. Assoc. Prof., Social Statistics
- Vidyashankar, Anand, Ph.D., Iowa State U. Assoc. Prof., Statistical Science and Social Statistics
- Wells, Martin T., Ph.D., U. of California, Santa Barbara. Prof., Social Statistics
- Williams, Michele, Ph.D., U. of Michigan. Asst. Prof., Organizational Behavior
- Wright, Patrick M., Ph.D., Michigan State U. Prof., Human Resource Studies