

Cornell  
University

ANNOUNCEMENTS

New York State School of  
*Industrial and  
Labor Relations*

1968-69

A Statutory College of the State University,  
At Cornell University, Ithaca, New York

# Academic Calendar

	1967-68	1968-69
Registration, new students	F, Sept. 8	F, Sept. 13
Registration, old students	S, Sept. 9	S, Sept. 14
Fall term instruction begins, 7:30 a.m.	M, Sept. 11	M, Sept. 16
Midterm grade reports due	S, Oct. 21	S, Oct. 26
Thanksgiving recess:		
Instruction suspended, 1:10 p.m.	W, Nov. 22	W, Nov. 27
Instruction resumed, 7:30 a.m.	M, Nov. 27	M, Dec. 2
Fall term instruction ends, 1:10 p.m.	S, Dec. 16	S, Dec. 21
Christmas recess		
Independent study period begins	W, Jan. 3	M, Jan. 6
Final examinations begin	M, Jan. 8	M, Jan. 13
Final examinations end	T, Jan. 16	T, Jan. 21
Intersession begins	W, Jan. 17	W, Jan. 22
Registration, old students	F, Jan. 26	F, Jan. 31
Registration, new students	S, Jan. 27	S, Feb. 1
Spring term instruction begins, 7:30 a.m.	M, Jan. 29	M, Feb. 3
Deadline: changed or make-up grades	M, Feb. 5	M, Feb. 10
Midterm grade reports due	S, Mar. 9	S, Mar. 15
Spring recess:		
Instruction suspended, 1:10 p.m.	S, Mar. 23	S, Mar. 29
Instruction resumed, 7:30 a.m.	M, Apr. 1	M, Apr. 7
Spring term instruction ends, 1:10 p.m.	S, May 11	S, May 17
Independent study period begins	M, May 13	M, May 19
Final examinations begin	M, May 20	M, May 26
Final examinations end	T, May 28	T, June 3
Commencement Day	M, June 3	M, June 9
Deadline: changed or make-up grades	M, June 10	M, June 16

## CORNELL UNIVERSITY ANNOUNCEMENTS

Volume 59. Number 7. Sept. 15, 1967. Published twenty times a year: four times in August; twice in March, April, June, July, September, and October; once in January, February, May, and December; no issues in November. Published by Cornell University at Edmund Ezra Day Hall, 18 East Avenue, Ithaca, New York 14850. Second-class postage paid at Ithaca, New York 14850.

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The courses and curricula described in this Announcement, and the teaching personnel listed therein, are subject to change at any time by official action of Cornell University.

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*An aerial view taken from a low-flying plane. The newer additions to the School were built in 1961.*

# Cornell University

## SCHOOL OF INDUSTRIAL AND LABOR RELATIONS

### HISTORY AND PURPOSE

The New York State School of Industrial and Labor Relations at Cornell University was authorized in 1944 by act of the New York State Legislature as the first institution in the country to offer a comprehensive program of professional training at the undergraduate and graduate levels in the field of industrial and labor relations. In addition to resident instruction, research and extension work were also provided as integral parts of the program to fulfill the broad purpose for which the School was created.

The law under which the School functions states its objectives and purposes in the following terms:

It is necessary that understanding of industrial and labor relations be advanced; that more effective cooperation among employers and employees and more general recognition of their mutual rights, obligations, and duties under the laws pertaining to industrial and labor relations in New York State be achieved; that means for encouraging the growth of mutual respect and greater responsibility on the part of both employers and employees be developed; and that industrial efficiency through the analysis of problems relating to employment be improved.

...it is hereby declared to be the policy of the state to provide facilities for instruction and research in the field of industrial and labor relations through the maintenance of a school of industrial and labor relations.

The object of such school shall be to improve industrial and labor conditions in the state through the provision of instruction, the conduct of research, and the dissemination of information in all aspects of industrial, labor, and public relations, affecting employers and employees.

The School came into existence as a part of Cornell University on November 5, 1945, with the admission of its first group of resident students. Subsequently, the research and extension programs were

initiated, and the School moved forward to meet the responsibilities stipulated in its legislative mandate.

With the creation of the State University of New York in 1948, the School of Industrial and Labor Relations, as one of the four state-supported units at Cornell University, became an integral part of the State University of New York. "Created to provide a comprehensive and adequate program of higher education," the State University now includes more than thirty educational institutions. The School of Industrial and Labor Relations, functioning in this broad context, offers training and research facilities in this important field to serve the needs of the state.

The School operates through four major functional divisions: (1) undergraduate and graduate resident instruction, (2) extension and public service, (3) research development, and (4) publications and school relations. In each of the divisions, programs are carried on to serve impartially the needs of labor and management in the field of industrial and labor relations. Professional training is provided at the undergraduate and graduate levels for young men and women who look forward to careers in labor unions, in business, or in government agencies. Through the Extension and Public Service Division instruction is offered throughout the state on a noncredit basis to men and women already engaged in labor relations activities, as well as to the general public. Closely related to the work in resident instruction and extension, the Research Development Division is concerned with the development of materials for resident and extension teaching and the conduct of studies in the field of industrial and labor relations. The Publications and School Relations Division is responsible for the dissemination of such research data.

## THE UNDERGRADUATE PROGRAM

### CHARACTER AND PURPOSE OF UNDERGRADUATE STUDY

The undergraduate program of the School seeks to provide a professional education in industrial and labor relations in which study of technical subject matter is merged with education in supporting fields of knowledge. The essential characteristics of the four-year curriculum are a common exposure to a basic core of instruction in the introductory work in the field and in supporting disciplines, the completion of selected courses in advanced subjects of industrial and labor relations, and the complementation of this training with elective courses offered by the various departments of the School and the University. Specifically, the undergraduate resident teaching program seeks to develop within the student the following values:

## In General Education

An understanding of the origin and manner of development of the basic institutions of Western civilization, including American ideals and institutions and the ability to appraise them in the light of other cultures.

An understanding of the contribution of the natural, physical, and social sciences to the development of society.

An understanding of the nature of man and the characteristics of human behavior in present-day society.

An appreciation of literature and the arts for the enjoyment and enlightenment they provide.

An ability to live and work cooperatively with other people.

## In Professional Education

An understanding of the factors and forces, the organizations, and the customary behavior patterns in industrial and labor relations.

An understanding of the values in industrial and labor relations which are necessary for the progress of industrial society.

The ability to exercise the professional skills required for advantageous entry and progressive development in industrial and labor relations.

Members of the School faculty reflect a wide range of scholarly interests and backgrounds in industrial and labor relations. The School utilizes instruction offered in the College of Arts and Sciences and in other divisions of the University in accomplishing its curriculum of prescribed and elective work. Practitioners are regularly invited to the School to participate in instruction as guest lecturers or discussion leaders. These visitors, affiliated with government, unions, or industry, provide students with insights into the nature of current problems in the field.

The School maintains a counseling staff which offers both educational and personal guidance. In addition, every student is assigned a faculty adviser who provides counsel in the selection of courses and sequences, both elective and required, that will satisfy individual educational and professional goals.

## ADMISSION OF UNDERGRADUATES

In addition to academic preparation, applicants for admission to the School of Industrial and Labor Relations are expected to present the following personal qualifications: the ability to work with others, the capacity to assume leadership in promoting cooperative relationships, intellectual and social maturity, and a high level of academic motivation. Work experience, full or part-time, will also be given consideration in the selection process.

Completion of sixteen secondary school entrance units is required as minimum academic preparation. The sixteen units should include at least four units of English. The remaining twelve units may include subjects chosen from the following college-preparatory high school disciplines: foreign language (ancient or modern), mathematics, science, and social studies (including history).

## Visits to the School

Members of the selection committee are available to discuss with prospective applicants the School's admission requirements and application procedures, and the appropriateness of the curriculum for satisfying individual educational and professional interests. Although appointments are not required, prospective applicants are urged to write to the Chairman of the Selection Committee, Room 101, Ives Hall, in advance of their visits. Office hours for information visits are Monday through Friday, 9 A.M.—4 P.M., Saturday, 9 A.M.—12 noon, September through May. During June, July, and August the office is closed on Saturdays.

*An informational visit does not take the place of the required interview scheduled for each applicant in early spring, after application materials have been submitted.*

## Application Procedures

The School follows the admissions procedure of Cornell University as described in the *Announcement of General Information*, which may be obtained by writing to the Announcements Office, Day Hall. Official application blanks can be obtained from the University Office of Admissions, Day Hall. Application materials are usually not available until August of the year preceding the year of desired admission. Every applicant is required to submit with his application a 500-word statement (preferably typewritten) indicating the nature and basis of his interest in the field of industrial and labor relations. Freshmen are admitted to matriculate in the fall term only. Candidates should submit applications before January 1 and no later than February 15. Transfer applicants are considered for admission in both fall and spring terms.

A personal interview is an important part of the applicant's total evaluation by the School's selection committee. These interviews with members of the committee are usually held in Albany, Buffalo, Ithaca, and New York City during March. *Applicants are notified in advance, usually in the first week of March, concerning their appointments on the interview schedule.* A student from outside the State of New York should, if at all possible, arrange for a visit to the School early in the admissions period to complete this interview. If distance makes travel to Ithaca or to one of the other interview centers unfeasible and if the applicant requests it, an application can be considered without interview.

The Scholastic Aptitude Test of the College Entrance Examination Board is required of all applicants. Achievement Tests in English and in mathematics are recommended but not required. Applicants are urged to take the December Scholastic Aptitude Test and may obtain a descriptive bulletin listing the places and times it is given by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey.

*All freshman applicants are notified in mid-April of acceptance or rejection.*

## Transfer Applicants

Students who have completed college courses after graduation from high school should apply for admission as *transfer candidates*. Transfer candidates must submit official transcripts from all of the institutions previously attended. Secondary school records, the 500-word essay, the personal interview, and results of the Scholastic Aptitude Test of the College Entrance Examination Board are also required of transfer applicants.

Transfer candidates for the fall term should submit applications before January 1 and no later than April 15. Admission in the spring term is limited to transfer applicants, and they must submit applications before December 1. Final review of transfer applications is not begun until grades for applicant's term of current enrollment have been submitted to the selection committee. Decision on transfer admission is usually made at the end of January for spring term admission, and in late June for September admission.

Students entering by transfer may expect to receive credit toward degree requirements for completed courses of appropriate content and satisfactory quality, although transfer usually results in some loss of credit. Transfer students are required to complete a minimum of four terms of residence in the School. Questions concerning the granting of transfer credit should be directed to the School's Office of Resident Instruction, Ives Hall.

## Advanced Placement and Credit

Prospective entering freshmen who have taken college-level courses in secondary school have the opportunity to qualify for advanced placement (and often for advanced standing credit) in these areas of study: biological sciences, chemistry, English, history, Latin, literature, mathematics, modern foreign languages, music, and physics.

In general, those who wish to be considered for advanced placement or credit should plan to take the appropriate advanced placement examination(s) of the College Entrance Examination Board in May. Some of the departments in which the subjects listed above are taught offer their own examinations at entrance as an alternative or supple-

mentary method for determining advanced placement or credit. Details about this program are contained in a leaflet entitled *Advanced Placement of Freshmen at Cornell University*, available on request from the University Office of Admissions, Day Hall.

## Special Students

Special student status may be arranged for qualified persons who desire to undertake a program of study designed to satisfy special professional interests. Although special students are not candidates for a degree, they must demonstrate competence to undertake college-level work in the field and may be required to complete testing programs designated by the selection committee. The usual term of residence for a special student is one year. All foreign students are initially admitted as special students, not as degree candidates.

## PROFESSIONAL OPPORTUNITIES

Graduates of the School of Industrial and Labor Relations go directly into positions involving industrial relations activities, but a number enter work in related areas or undertake further professional study. The largest number of industrial relations opportunities is in commerce and industry, while a significant number of openings exist in government agencies and the professions. Opportunities for college graduates in organized labor are more limited; however, positions usually are available for all graduates who desire to work for unions.

Students interested in careers in business and industry have a variety of opportunities available to them. They may be employed in entry jobs as personnel assistants, industrial relations trainees, or production trainees, and exposed to training programs of varying length; or, when previous preparation permits, they may be hired specifically to handle one or more personnel or industrial relations functions, such as employment, training, wage and salary administration, employee services and benefits, safety, labor relations, public relations, or research.

Graduates who choose to work for the state and federal governmental agencies may be employed in such positions as administrative assistants, personnel technicians, economists, technical aides, or research associates. These positions, for the most part, are filled through competitive civil service examinations designed for college seniors interested in entering government service. Some graduates also may be qualified for other than civil service assignments with government-operated agencies such as the TVA and the Atomic Energy Commission.

Graduates interested in work in organized labor may anticipate employment in two principal areas of trade union activity. The first of these comprises work in the line structure of the union and usually entails a substantial period of service in a local union prior to the assumption of positions of responsibility. The other area comprises the

technical staff functions such as research, public relations, and educational work, into which those who are qualified may move directly.

In addition to opportunities in business firms, trade unions, or governmental work, the graduate can find effective use for his training in public service agencies such as hospitals, in research organizations, in trade association and Chamber of Commerce work, or in other allied areas.

Career opportunities are also available for those interested in teaching on both the secondary and the college level. For this group, preparation will entail the completion of prescribed programs for meeting state certification or, for teaching on the college level, the completion of advanced study beyond the Bachelor's degree. Similarly, those preparing for law or for advanced study in specialized fields undertake such work following the completion of the requirements for the Bachelor's degree.

The School, through its Office of Resident Instruction, offers placement assistance to graduate degree candidates and alumni who seek permanent employment. Positions for graduating degree candidates have been plentiful at salaries of \$7,000 and up per annum for B.S. candidates, and \$9,000 per annum and up for candidates with advanced degrees.

Although assistance in obtaining summer jobs is also offered to undergraduates in residence, placement is the student's responsibility. A very limited number of federal and state government agencies, unions, publishers, and manufacturing corporations offer summer internships at rates of pay ranging from \$65 to \$110 a week for from eight to ten weeks. In some cases these internships may lead to offers of permanent employment. Often these positions will be offered in locations other than the student's home city and may require traveling in connection with employment on an expenses-paid basis.

## MILITARY TRAINING AT CORNELL

As a land grant institution chartered under the Morrill Act of 1862, Cornell has offered instruction in military science for more than ninety years. It provides this instruction through the Reserve Officers' Training Corps programs of the three military departments, the Army, the Navy, and the Air Force.

The ROTC programs offer a male student the opportunity to earn a commission while he is completing his education, thus enabling him to fulfill his military commitment as an officer rather than through the draft, or to qualify himself for a career in the service of his choice. To obtain a commission in one of the armed services, a student must complete a two-year or a four-year course of study in an ROTC program and must meet certain physical standards. Upon graduation he receives a commission and serves a required tour of active military service.

Participation in ROTC is voluntary. Interested students should, preferably, enroll in the fall of the freshman year, since openings in the

two-year program may be restricted, depending on conditions at that time.

Further information is given in the *Announcement of Officer Education*, which may be obtained by writing to the Announcements Office, Day Hall. Specific questions should be directed to the appropriate ROTC office in Barton Hall.

## EXPENSES FOR UNDERGRADUATE STUDENTS

### Tuition

For undergraduate students who, at the time of their matriculation are, and for at least twelve months prior thereto have been, bona fide residents of the State of New York, tuition is \$200 *per term*. Out-of-state students are required to pay tuition of \$300 *per term*.

Tuition and fees are payable within the first ten days of each term. Failure to meet this obligation automatically terminates a student's enrollment. In exceptional circumstances, the Treasurer may grant an extension of time for completion of payments. In such instance, a fee of \$5 is charged; but, upon reinstatement of a student who has been dropped for nonpayment, a fee of \$10 is charged. For reasons judged adequate, the latter fee may be waived in any individual case.

Part of the tuition and fees will be refunded to a student who withdraws for reasons accepted as satisfactory within the first nine weeks of a term. No charge is made if the student withdraws within six days of the date of registration.

### General Fee

A General Fee, \$137.50 for New York State residents and \$237.50 for out-of-state residents, is required at the beginning of *each term* and covers the following services:

1. HEALTH SERVICES AND MEDICAL CARE are centered in two Cornell facilities: the Gannett Medical Clinic (out-patient department) and the Sage Hospital. Students are entitled to unlimited visits at the Clinic. Appointments with individual doctors at the Clinic may be made, if desired, by calling or coming in person; but an acutely ill student will be seen promptly whether he has an appointment or not. Students are also entitled to laboratory and X-ray examinations indicated for diagnosis and treatment; hospitalization in Sage Hospital with medical care for a maximum of fourteen days each term, and emergency surgical care. On a voluntary basis, insurance is available to supplement the services provided by the General Fee. For further details, including charges for special services, see the *Announcement of General Information*. If, in the opinion of the University authorities, the student's health makes it unwise for him to remain in the University, he may be required to withdraw.

2. LABORATORY SERVICES for courses taken in the Statutory Colleges.
3. UNIVERSITY ADMINISTRATION AND SERVICES.
4. PHYSICAL RECREATION. The University's gymnasium and recreation facilities in Barton Hall, Teagle Hall, Lynah Hall, or Schoellkopf Memorial Building are available to every male student. Each woman student may use the facilities of Helen Newman Hall, the woman's physical education and sports building.
5. WILLARD STRAIGHT HALL MEMBERSHIP. Willard Straight Hall, the student union of the University, provides social and recreational activities in which all students may participate.
6. STUDENT ACTIVITIES. Assistance is provided to various student activity programs through the student activities fund.

## Additional Fees

An application fee of \$15 must be paid at the time an application for admission is submitted.

A registration fee of \$45 must be paid after the applicant has received notice of provisional acceptance. This fee covers matriculation charges and certain graduation expenses and establishes a fund for undergraduate and alumni class activities. The deposit is not refundable.

A deposit of \$30 is required for a uniform, payable at registration in the first term by students who enroll in the basic course in Military Science. Most of this deposit is returned as earned uniform allowance upon completion of the basic course.

A matriculated student desiring to register after the close of registration day must first pay a \$10 fee.

*The amount, time, and manner of payment of tuition or any fee may be changed at any time by the Board of Trustees without notice.*

## Supplies

Books and instructional supplies may cost from \$40 to \$75 a term.

## Living Costs

Living costs cannot be stated with the same degree of certainty as regular University charges since they depend to a great extent upon the individual's standard of living. Recent estimates indicate that single students spend from \$200 to \$250 a term for room; \$300 to \$325 a term for board. Laundry and cleaning, done in Ithaca, may require \$40 to \$50 a term. Additional allowance must be made for clothing, travel, and incidentals.



*Dean David G. Moore at a tea honoring students on the Dean's List.*

## FINANCIAL AID FOR UNDERGRADUATE STUDENTS

Financial aid is provided by both the School and the University on the basis of academic achievement and need. Every effort is made by means of grants, loans, and work programs to enable promising students to undertake study at Cornell and to assist qualified students in residence to complete degree requirements.

Prospective students requesting consideration for financial assistance can obtain information about aids available to freshmen from the Office of Scholarships and Financial Aid, Day Hall, New York State residents can obtain information about New York State awards (Scholar Incentive Program, Regents Scholarships, and loans) from their high school principals and/or guidance counselors or from the Regents Examination and Scholarship Center, New York State Education Department, Albany, New York 12224. Students registered in the School should address their requests for further information about the School-administered financial aids listed below to the Office of Resident Instruction, Room 101, Ives Hall.

### New York State Scholarships

New York State offers various types of financial assistance to qualified college students who are State residents. It is very important that students seeking such aid obtain full information and meet each application deadline promptly.

**SCHOLAR INCENTIVE PROGRAM.** Applications should be filed before July 1 for each academic year but will be accepted up to December 1. Applications for the spring semester only have an April 1 deadline. *Annual* application is required.

**REGENTS COLLEGE SCHOLARSHIPS FOR UNDERGRADUATES.** Candidates should seek directions from their high school principal and/or guidance counselor.

**NEW YORK STATE GUARANTEED LOANS.** Inquiry should be addressed to the New York Higher Education Assistance Corporation, 159 Delaware Ave., Delmar, New York 12054.

### Freshman Scholarships

**THE LOCAL 325 SCHOLARSHIP** was established by the Cooks, Countermen, Soda Dispensers, Food Checkers, Cashiers and Assistants Union of Brooklyn and Queens (Hotel and Restaurant Employees and Bartenders International Union, AFL-CIO) in 1958. It is open to qualified sons and daughters of members and to qualified members of Local 325.

Tenure is for four years, with an award of \$1,000 for the first year and \$500 per year for three additional years for degree candidates.

THE ED. S. MILLER SCHOLARSHIP was established by the Hotel and Restaurant Employees and Bartenders International Union, AFL-CIO, in 1964. It is open to qualified members, or sons and daughters of members of the International Union. A four-year scholarship of \$2,000 per year is awarded annually to a candidate from one of several geographic regions in the United States and Canada.

THE FATHER WILLIAM J. KELLEY, O.M.I., SCHOLARSHIP was established by Local Union No. 3 of the International Brotherhood of Electrical Workers, AFL, in 1949, in honor of Father William J. Kelley, O.M.I. A four-year scholarship of \$1,200 per year is awarded annually on the basis of academic achievement and professional promise. Sons or daughters of members of Local Union No. 3 are eligible to apply.

THE MICHAEL J. QUILL SCHOLARSHIP was established by Local Union No. 100 of the Transport Workers Union of America, AFL-CIO, in 1964, in honor of Michael J. Quill. It is open to qualified sons or daughters of Local 100 members. Tenure is for four years with an award of \$1,000 to \$1,400 for the first year and \$600 to \$1,000 per year for the remaining three years to completion of the Bachelor of Science degree requirements.

THE MARTIN T. LACEY MEMORIAL SCHOLARSHIP was established by the New York City Central Labor Council as a tribute to Martin T. Lacey, late president of the AFL Central Trades and Labor Council of Greater New York and Vicinity. It offers \$3,000 biennially, granted throughout a four-year period through completion of the B.S. degree, to a qualified son or daughter of a member of the New York City Central Labor Council's local union.

## Grants-in-Aid

THE DANIEL ALPERN MEMORIAL SCHOLARSHIP FUND was established in 1946 by Mr. and Mrs. Harry Alpern in memory of their son Daniel J. Alpern. It is supported by the Alpern Foundation and friends of the Alpern family. Varied grants, maximum \$400 annually, are made on the basis of scholarship and need to undergraduate students who have completed at least one term in residence.

THE FRANK J. DOFT MEMORIAL FUND was established in 1948 by Elliot B. Doft '48 in memory of his brother, Frank J. Doft. Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awards are made on the basis of scholarship and need, with preference given to the physically handicapped.

THE BARNETT P. GOLDSTEIN MEMORIAL SCHOLARSHIP is the gift of Morris Goldstein '26 in memory of Barnett P. Goldstein. Varied grants, maximum \$100 annually, are made on the basis of scholarship and need to undergraduates who have completed at least one term in residence.

THE SIDNEY HILLMAN MEMORIAL SCHOLARSHIP was established by the Sidney Hillman Foundation in 1946, in memory of Sidney Hillman. Varied grants, maximum \$400 a year, are made to undergraduate students who have completed at least one term in residence. Awards are made on the basis of (a) the student's interest in such matters as improved race relations, advancement of democratic trade unionism, greater world understanding, and related issues; (b) scholarship; and (c) need for assistance. Where the first two factors are of a high order, the third is controlling.

THE LOUIS HOLLANDER SCHOLARSHIP FUND was established in 1965 through the efforts of members of the Amalgamated Clothing Workers of America, AFL-CIO, in honor of Louis Hollander, who has long been active in union work and who has served as a Trustee of Cornell University representing labor. Varied grants, maximum \$500 per year, are made to undergraduate students who have completed at least one term in residence. Awards are made on the basis of (a) scholastic standing, (b) high ideals of service to humanity, and (c) need for assistance. Preference is given to children of laboring and/or union-member families.

THE INDUSTRIAL AND LABOR RELATIONS SCHOLARSHIPS are open to undergraduates in the School who have completed at least one term in residence. Varied grants, maximum \$400 annually, are awarded on the basis of scholarship and need.

THE INDUSTRIAL AND LABOR RELATIONS ALUMNI SCHOLARSHIP FUND is supported by alumni of the School. Varied grants, maximum \$400 annually, are made to undergraduate or graduate students who have completed at least one term in residence. Awards are made on the basis of (a) scholarship, (b) need for assistance, (c) promise of making a contribution to the field of industrial and labor relations.

THE INTERNATIONAL STUDENT FUND was established in 1964 with the aid of collateral grants received from the Creole Foundation. It affords financial assistance, on the basis of need and performance, to foreign undergraduates, special students, or to other undergraduates with special interest in the field of international labor relations, who have completed at least one term in residence.

THE THEODORE S. LISBERGER MEMORIAL SCHOLARSHIP was established by the family and friends of the late Theodore S. Lisberger. Varied grants are made to graduates or undergraduates studying in the field of human relations on the basis of academic promise and

performance or ability in research, and financial need. Preference is given to qualified candidates who have had work experience in industry.

**THE LOCAL 325 GRANT FUND** provides varying amounts, awarded on the basis of academic achievement and financial need, to students who have completed at least one term in residence, with preference for children of trade-union families.

**THE MICHAEL J. QUILL GRANT FUND** provides varying amounts, awarded on the basis of academic achievement and financial need, to students who have completed at least one term in residence, with preference for children of trade-union families.

## Prizes

**THE DANIEL ALPERN MEMORIAL PRIZE** provides two awards of \$100 each which are made each year to outstanding graduating seniors elected by the faculty on the basis of scholarship and student activities.

**THE BORDEN INDUSTRIAL AND LABOR RELATIONS SCHOLARSHIP AWARD**, amounting to \$300, is provided by the Borden Company Foundation, Inc., and is given at the beginning of the senior year to the undergraduate man or woman who has achieved the highest average grade among the members of the senior class for the four most recent terms of academic work in the School of Industrial and Labor Relations.

**THE JAMES CAMPBELL MEMORIAL AWARD**, established in 1963 in memory of the late Professor James Campbell, is a cash award presented annually to the senior who is judged outstanding for his qualities of character, academic excellence, and service to the School.

**THE CORN PRODUCTS COMPANY SOPHOMORE PRIZE IN INDUSTRIAL AND LABOR RELATIONS**, amounting to \$200, is the gift of the Corn Products Company and is awarded annually to the student, beginning his junior year, who has achieved the highest academic record in his class for the sophomore year.

**THE FRANK J. DOFT MEMORIAL PRIZE**, a cash award of \$200 is presented to the student receiving the highest academic average in his class for studies in the freshman year.

**THE IRVING M. IVES AWARDS** were established in 1962 in memory of the late United States Senator Irving M. Ives, first Dean of the School of Industrial and Labor Relations. Cash awards of \$100 each are made annually to the freshman, sophomore, and junior students who, at the end of the school year, have best demonstrated the qualities of good faith, integrity, responsibility, cooperativeness, and good will. A plaque is awarded to a graduating senior selected by the same criteria.

## Other Financial Aid

THE DANIEL ALPERN MEMORIAL INTERNSHIP provides an annual grant of varying amounts awarded on the basis of academic promise and need in order to encourage and enable qualified students to undertake summer employment with industry, government, labor, or an academic institution in a capacity which will significantly enrich preparation for a career in the field. Preference is given to students who have completed the junior year.

THE CLEM MILLER SCHOLARSHIP ENDOWMENT, established in memory of the late United States Representative Clem Miller, provides a grant of varying amounts to a student selected for his potential ability in elective political life. Interest in an elective political career is encouraged by supporting a recipient during a summer assignment in the office of a member of the United States Congress.

NONRESIDENT TUITION SCHOLARSHIPS (four each year) are open to students who are not residents of New York State. One of the purposes of these scholarships is to assist students from foreign countries, but when no qualified foreign students are available, the scholarships may be extended to any qualified out-of-state students. The annual award of \$600 is applicable to tuition only. Need and academic achievement are considered, with preference given to students who have completed at least one term in residence.

THE OLIN SUMMER PROJECT GRANT was established by The Olin Mathieson Charitable Trust to encourage and support student participation in faculty research. The recipient of the award must be a student completing his junior year of academic study. The stipend is \$1,000, tax free, for a ten-week period during the summer in which the recipient serves as an assistant, under the direction of a faculty member, on a research project in the Department of Organizational Behavior.

THE SOPHIE L. SEIDENBERG AND FELIX KAUFMANN MEMORIAL AWARDS IN AMERICAN IDEALS are given to the students who receive, in the fall and spring terms respectively, the highest scholastic ratings in the course, Development of American Ideals. The awards consist of twenty-five dollar gifts of books on American democracy.

THE U.S. DEPARTMENT OF LABOR'S FIFTIETH ANNIVERSARY SUMMER RESEARCH SCHOLARSHIP provides, each year, an award of \$1,000 to a student selected on the basis of academic achievement and his proposal to undertake a summer research project under the combined supervision of a faculty member of the U.S. Department of Labor's New York City office.

## UNDERGRADUATE HOUSING

### Men

Cornell University provides, on the campus, dormitory facilities for about 2,100 men. Complete cafeteria and dining service is provided in Willard Straight Hall, Noyes Lodge, Agnes and Jansen Noyes Center, Martha Van Rensselaer Cafeteria, and Stocking Hall (Dairy Bar) Cafeteria. Male students are not required to live in dormitories and are individually responsible for making their own living and dining arrangements. As a matter of convenience for those who wish to live in dormitories, application forms will be mailed to each male candidate for admission as a freshman or a transfer student at the time of notification of provisional acceptance to the University.

Housing in dormitories can be guaranteed for all undergraduate men who have been admitted to the University and have filed dormitory applications by June 1.

Information on off-campus housing is provided below.

### Women

The University provides dormitories for the housing of undergraduate and graduate women. These residence units are supplemented by sorority houses in areas close to the dormitories. Most undergraduate women who reside outside the Ithaca area are required to live and take their meals in University residence halls or in sorority houses (for members only). Information about exceptions to that rule may be obtained from the Office of the Dean of Students, Day Hall.

An application form for living accommodations for undergraduate women will be sent with the notice of provisional acceptance from the Office of Admissions to each candidate.

Graduate women should make application for University dormitory housing directly to the Department of Housing and Dining Services.

### Married Students

The University, through the Department of Housing and Dining Services, maintains apartment accommodations for some of its married students and their families. These are Cornell Quarters, Pleasant Grove Apartments, and Hasbrouck Apartments, with total housing for about 400 families. All apartments are unfurnished. For further information and application, write the Department of Housing and Dining Services, Day Hall.

### Off-Campus Housing

The University has the policy of requiring all students to live in housing which is approved by the University Student Housing Agency.

Continuing registration at the University is contingent upon meeting this requirement.

To assist students, both married and single, to secure adequate housing, the University Student Housing Agency provides an inspection and information service. Information on properties which have University approval and approved housing *currently available* is posted for your convenience in the Off-Campus Housing Office in Day Hall, Room 223. Because changes of currently available apartments occur daily, it is not practical to prepare lists. If at all possible, a student should plan to visit Ithaca well in advance of residence to obtain suitable quarters.

## UNDERGRADUATE DEGREE REQUIREMENTS

The requirements for the degree of Bachelor of Science include the successful completion of 120 prescribed and elective credit hours, ten weeks of work experience, and the physical education requirement of the University. Degree candidates normally spend eight terms of residence in the School, although exceptions to the residence requirement may be made with special permission. A cumulative average of at least C— is required to maintain good standing in the School and to be eligible for graduation.

### Work Experience Requirements

One of the requirements for the undergraduate degree is ten weeks of work experience. The purpose of the requirement is to provide students with an understanding of the viewpoints, problems, and procedures of management, labor, and government in the conduct of industrial and labor relations. The requirement may be met by ten weeks of summer employment following matriculation. The student is responsible for obtaining the appropriate work experience, but the School will counsel and aid the student in every way possible.

### Physical Education

All undergraduates must take four terms of work in physical education. Ordinarily, this requirement must be completed in the first two years of residence; postponements are to be allowed only by consent of the University Faculty Committee on Requirements for Graduation.

The requirement in physical education is described in further detail in the *Announcement of General Information*. The courses offered are described in publications made available to students by the Department of Physical Education and Athletics.

## Undergraduate Curriculum

The outline of the curriculum below indicates the titles and the sequence of both prescribed courses and electives. Of the total forty-eight elective hours, twenty-four are general electives which may be taken in the School or in other divisions of the University; twenty-four are ILR advanced electives which are required to be selected from the offerings of the various departments in the School. Selection of both general and advanced ILR electives is made in accordance with the upperclassman's particular interests in special areas within the field. Counselors and faculty advisers offer guidance in program planning.

Undergraduate course descriptions, including description of required courses offered by other divisions of the University, can be found on pages 30-49. Course descriptions for graduate offerings can be found on pages 61-75.

### FRESHMAN YEAR

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
Freshman Humanities (A&S*)	3	Freshman Humanities (A&S)	3
Modern Economic Society (Economics 103— A&S)	3	Modern Economic Society (Economics 104 — A&S)	3
The Development of Human Behavior (CD&FR 115 — H.E.†)	3	Intergroup Relations: Prejudice, Discrimination, and Conflict (Sociology 264 — A&S)	3
Development of Economic Institutions (ILR 140)	3	History of Industrial Rela- tions in the United States to 1873 (ILR 100)	3
Industrial Society (ILR 120)	3	Formal Organizations (ILR 121)	3
	—		—
	15		15

### SOPHOMORE YEAR

American Government (Government 101 — A&S)	3	Science or Mathematics	3
Science or Mathematics	3	Economics of Wages and Employment (ILR 241)	3
History of Industrial Rela- tions in the United States since 1873 (ILR 200)	3	Labor Relations Law and Legislation (ILR 201)	3
The Individual in Organi- zations (ILR 220)	3	Economic and Social Statistics (ILR 211)	3
Statistics I (ILR 210)	3	General Elective	3
	—		—
	15		15

\* A&S: College of Arts and Sciences

† H.E.: College of Home Economics.

JUNIOR YEAR

Collective Bargaining (ILR 300)	3	ILR Advanced Elective	3
Economic Security (ILR 340)	3	ILR Advanced Elective	3
ILR Advanced Elective	3	ILR Advanced Elective	3
General Elective	3	General Elective	3
General Elective	3	General Elective	3
	—		—
	15		15

SENIOR YEAR

ILR Advanced Elective	3	ILR Advanced Elective	3
ILR Advanced Elective	3	ILR Advanced Elective	3
Development of American Ideals (ILR 408‡)	3	Development of American Ideals (ILR 409‡)	3
General Elective	3	General Elective	3
General Elective	3	General Elective	3
	—		—
	15		15

‡ An acceptable program in other areas of the humanities may be substituted for Development of American Ideals after consultation with faculty adviser or counselor.

ILR ADVANCED ELECTIVES

Six of the eight required ILR advanced electives are to be taken in three two-course sequences or combinations. Each of these two-course sequences or combinations must be taken in a different department. (Two of the three sequences or combinations must be from departments A, B, or C.)

Departmental sequences or combinations are listed below.

- A. DEPARTMENT OF ORGANIZATIONAL BEHAVIOR. Any two of the elective courses, including graduate courses, in this department, will be accepted as an advanced elective sequence.
- B. DEPARTMENT OF LABOR ECONOMICS AND INCOME SECURITY. Any two of the undergraduate elective courses in this department will be accepted as one of the three required advanced elective sequences. The department may consider acceptance of graduate and out-of-college courses on individual student petition.
- C. DEPARTMENT OF COLLECTIVE BARGAINING, LABOR LAW, AND LABOR MOVEMENTS. Advanced electives in this department must include ILR 301 (Labor Union Administration) and any one of the other departmental offerings, including graduate courses.

- D. DEPARTMENT OF ECONOMIC AND SOCIAL STATISTICS. Advanced electives in this department must include ILR 311 (Statistics II) and either ILR 310 (Design of Sample Surveys), ILR 410 (Techniques of Multivariate Analysis) or possibly an alternate course in mathematical statistics designated by the department. *Students electing this sequence are strongly urged to take Mathematics 111-112 in the sophomore year.*
- E. DEPARTMENT OF INTERNATIONAL AND COMPARATIVE LABOR RELATIONS. Any two of the courses, including graduate courses, in this department will be accepted as advanced electives, or ILR 431 (Comparative Industrial Relations Systems II) is included in the sequence.

## UNDERGRADUATE COURSES

All industrial and labor relations undergraduate courses, arranged by departmental area, and the required courses offered by other divisions of the University are described below. Qualified upperclass students may be admitted to graduate courses and seminars offered in the field of industrial and labor relations. A description of such graduate offerings begins on page 63.

Students registered in other divisions of the University may elect courses specifically designed for non-ILR students (ILR 250, ILR 450) as well as other courses offered by the School. Students in other colleges interested in taking courses in this School should check prerequisites and enroll through the advisers in their colleges.

## Required Courses Offered by Other Colleges of the University

### FRESHMAN HUMANITIES (A&S\*)

Credit three hours a term.

Freshman courses offered by various departments in the College of Arts and Sciences and concerned with (a) forms of writing (narrative, biographical, expository), (b) the study of specific areas in English or American literature, or (c) the relation of literature to culture. Conducted in small classes with limited enrollment.

### MODERN ECONOMIC SOCIETY (Economics 103 — A&S)

Credit three hours. Spring term.

A survey of the existing economic order, with particular emphasis on the salient characteristics of the modern American economy. Concentration is on explaining and evaluating the operation of the price system as it regulates production, distribution, and consumption, and as it is, in turn, modified and influenced by private organization and government policy.

\* A&S: College of Arts and Sciences.

**MODERN ECONOMIC SOCIETY** (Economics 104 — A&S)

Credit three hours. Spring term. Prerequisite: Economics 103.

A continuation of Economics 103, centering on the determinants of aggregate economic activity. The main areas studied are the monetary and banking systems, the composition and fluctuations of national income, and the major conditions of economic growth, all as influenced by monetary, fiscal, and other policies.

**THE DEVELOPMENT OF HUMAN BEHAVIOR** (Child Development and Family Relations 115 — H.E.†)

Credit three hours. Fall term.

The aim is to contribute to the beginning student's knowledge and understanding of human beings through a study of their development from infancy to adulthood. Attention is focused on the role of biological factors, interpersonal relationships, social structure, and cultural values in changing behavior and shaping the individual. Special emphasis is given to the practical and social implications of existing knowledge.

**INTERGROUP RELATIONS: PREJUDICE, DISCRIMINATION, AND CONFLICT** (Sociology 264 — A&S)

Credit three hours. Spring term.

An evaluation of relations among ethnic, racial, and religious groups in terms of the social psychology of intergroup hostility and conflict and the position and role of these groups in the larger community. Prejudice and discrimination will be analyzed for their social, psychological, political, and economic causes and effects. Social and political movements based on intolerance and efforts to resolve intergroup conflict will be examined, with special attention to current developments resulting from the desegregation of public schools.

**AMERICAN GOVERNMENT** (Government 101 — A&S)

Credit three hours. Fall or spring term.

A general introduction to American national government and politics.

## Collective Bargaining, Labor Law, and Labor Movements

Mrs. McKelvey, Acting Chairman; Mrs. Cook, Messrs. Brooks, Cullen, Doherty, Donovan, Gross, Hanslowe, Jensen, Kelly, Konvitz, Korman, Morris, Neufeld, Polisar, Windmuller.

**100. HISTORY OF INDUSTRIAL RELATIONS IN THE UNITED STATES TO 1873**

Credit three hours. Spring term. Mr. Korman or Mr. Morris.

Primarily intended to provide a general understanding of the ideas and philosophies, institutional arrangements, and public policies shaping the fortunes of workers in American society. Special emphasis is placed upon slavery and other forms of unfree labor, as well as other topics like the political and economic organizations of free workers, the emergence of the factory system, the changing legal position of unions and their members, the expansion of the market, stratification and social mobility, and the careers of influential figures and organizations.

† H.E.: College of Home Economics.

**200. HISTORY OF INDUSTRIAL RELATIONS IN THE UNITED STATES SINCE 1873**

Credit three hours. Fall term. Prerequisite: Economics 103-104, ILR 100. Mrs. Cook, Mr. Doherty, Mr. Korman, Mr. Morris, or Mr. Neufeld.

Within the framework of industrialization and urbanization, this course places special emphasis upon the rise of organized labor movements and on the changing role of government toward protective labor legislation and other features of the welfare state. Detailed discussion of problems which faced organizations such as the Knights of Labor, the AFL, the I.W.O., the CIO, and today's merged labor movement, along with various theories which help to explain the historical developments that have occurred. The rise of the national union and the history of individual craft, industrial, and white-collar organizations will be studied in some detail as will the evolution of personnel management and the political history of labor relations legislation since World War I.

**201. LABOR RELATIONS LAW AND LEGISLATION**

Credit three hours. Spring term. Mr. Hanslowe.

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

**300. COLLECTIVE BARGAINING**

Credit three hours. Fall term. Mrs. McKelvey, Mr. Cullen, Mr. Gross, Mr. Jensen, or Mr. Polisar.

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

**301. LABOR UNION ADMINISTRATION**

Credit three hours. Fall and spring terms. Prerequisite: ILR 200. Mrs. Cook, Mr. Brooks, or Mr. Neufeld.

A comprehensive review of the formal and informal structure, government, operations, and administrative problems of American labor unions as evidenced in the local union, intermediate organizations, city centrals, state federations, national unions, the AFL-CIO, and the ICFTU and its trade and regional bodies. Examination of labor union membership qualifications, justice machinery, finances and dues, press, research, education, public relations, housing, benefits and insurance, political action, and participation in community and international affairs. Attention will be given to the relationship between the internal operation of unions and their collective bargaining activities, to the settlement of jurisdictional disputes, to the operation of the Landrum-Griffin Act and the Codes of Ethical Practices, and to the rights of minority groups within unions.

**400. COLLECTIVE BARGAINING: ISSUES AND PROBLEMS**

Credit three hours. Spring term. Prerequisite: ILR 300 and ILR 301. Mrs. McKelvey, Mr. Cullen, Mr. Gross, or Mr. Jensen.

An intensive study of the most significant current issues and problems facing employers and unions in their relations with each other, with particular emphasis being placed upon the substantive matters in contract negotiations and administration of the provisions of collective bargaining agreements.

#### 401. COLLECTIVE BARGAINING STRUCTURES

Credit three hours. Fall term. Prerequisite: ILR 300 and 301. Mr. Kelly.

The course will be devoted to an analysis of the impact of new and critical issues on the historical patterns, economics, and structure of collective bargaining. The emphasis will be on multiemployer bargained contracts with special attention, by way of illustration, being devoted to the economics and pattern of bargaining in the printing and newspaper publishing industries. Collective bargaining preparation, policy, and procedures will be subjected to critical analysis and public policy with respect to the structure of bargaining and the multiemployer bargaining process will be closely examined. Frequent papers will be required of all students. The course will be conducted on a seminar basis and enrollment limited accordingly.

#### 402. CASE STUDIES IN LABOR UNION HISTORY AND ADMINISTRATION

Credit three hours. Spring term. Open to selected seniors and graduate students. Prerequisite: ILR 300 and 301. Mrs. Cook or Mr. Polisar.

A seminar concerned with the history and development of specific union problems or of individual unions at various administrative levels, with an analysis of their day-to-day operations and responsibilities. Students will investigate areas of particular interest to them for their research contribution to the seminar.

#### 403. PROBLEMS IN UNION DEMOCRACY

Credit three hours. Spring term. Offered in odd-numbered years only. Prerequisite: ILR 300 and 301. Mrs. Cook, Mrs. McKelvey, or Mr. Neufeld.

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

#### 405. ARBITRATION

Credit three hours. Fall term. Prerequisite: for undergraduates, ILR 300; for graduates ILR 500. Mrs. McKelvey, Mr. Gross, or Mr. Jensen.

A study of the place and function of arbitration in the field of labor management relations, including an analysis of principles and practices, the preparation and handling of materials in briefs or oral presentation, and the work of the arbitrator, umpire, or impartial chairman.

#### 406. RESEARCH SEMINAR IN THE HISTORY, ADMINISTRATION, AND THEORIES OF INDUSTRIAL RELATIONS IN THE UNITED STATES

Credit three hours. Spring term. Open, with consent of the instructor, to upperclassmen who have demonstrated ability to undertake independent work. Mr. Korman, Mr. Morris, or Mr. Neufeld.

A seminar designed to explore the social, economic, and political back-



*An entrance to the Library, housing the foremost collection of materials on industrial and labor relations in the country.*

ground of industrial relations in the history of the United States. The seminar will examine a different subject each year.

#### 408, 409. DEVELOPMENT OF AMERICAN IDEALS

Credit three hours each term. Fall and spring terms, respectively. Open to sophomores and upperclassmen. Mr. Konvitz.

A critical analysis of Western, particularly American, political, ethical, and social ideals — their meanings, origins, and development. In the fall semester: interests secured or pressing for recognition, such as freedom of religion, freedom of speech and press, freedom from discrimination, personal security, right of privacy. Relevant U.S. Supreme Court cases are read and discussed. In the spring semester: the religious, philosophical, and historical roots of basic Western ideals, such as individual dignity, justice, love, and higher law, the pluralistic society, democracy, freedom, equality. There will be readings from the Bible, Plato, Sophocles, the Stoic philosophers, Renaissance thinkers, Locke, Emerson, William James, and others.

#### 499. DIRECTED STUDIES

Credit to be arranged. Fall and spring terms.

For individual research, conducted under the direction of a member of the faculty, in a special area of labor relations not covered by regular course offerings. Registration normally limited to upperclassmen who have demonstrated ability to undertake independent work.

## Economic and Social Statistics

Mr. McCarthy, Chairman; Messrs. Blumen and Evans.

#### 210. STATISTICS I (Statistical Reasoning).

Credit three hours. Either term. Mr. Blumen.

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

#### 211. ECONOMIC AND SOCIAL STATISTICS

Credit three hours. Spring term. Prerequisite: ILR 210. Mr. Evans.

Application of statistical techniques to the quantitative aspects of the social sciences and of industrial and labor relations. Topics illustrative of the material to be covered are construction and use of index numbers, time series analysis, elements of the design of sample surveys, multiple regression and correlation, and a brief introduction to automatic data processing.

#### 310. DESIGN OF SAMPLE SURVEYS

Credit three hours. Spring term. Prerequisite: one term of statistics. Mr. McCarthy.

Application of statistical methods to the sampling of human populations. A thorough treatment of the concepts and problems of sample design with respect to cost, procedures of estimation, and measurement of sampling error. Analysis of nonsampling errors and their effects on survey results (e.g., interviewer bias and response error). Illustrative materials will be drawn from the fields of market research, attitude and opinion research, and the like.

### 311. STATISTICS II

Credit four hours. Fall term. Prerequisite: Statistics 210 or permission of the instructor. Mr. McCarthy.

An intermediate nonmathematical statistics course emphasizing the concepts associated with statistical methods. Includes a treatment of estimation and tests of hypotheses with reasons for choice of various methods and models. Application to problems involving percentages, means, variances, and correlation coefficients with an introduction to nonparametric methods, analysis of variance, and multiple regression and correlation.

### 410. TECHNIQUES OF MULTIVARIATE ANALYSIS

Credit three hours. Fall term. Prerequisite: ILR 311. Mr. Blumen.

An advanced undergraduate and beginning graduate course emphasizing the techniques of multivariate statistical analysis, together with a discussion of underlying assumptions and illustrations of applications. There is no mathematical prerequisite, but some matrix algebra and related topics will be introduced. Techniques covered will include multiple regression and correlation, principal components, correlation between sets of variables, tests of hypotheses on sets of means and variances, multivariate analysis of variance, multivariate methods for ranked and qualitative variables, discrimination between populations, and applications of modern computing techniques in multivariate analysis.

### 411. STATISTICAL ANALYSIS OF QUALITATIVE DATA

Credit three hours. Spring term. Prerequisite: ILR 311 and permission of the instructor. Mr. Blumen.

An advanced undergraduate and beginning graduate course. Includes treatment of association between qualitative variates, paired comparisons, rank order methods, and other nonparametric statistical techniques, including those related to Chi-square.

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## Organizational Behavior

Mr. F. Miller, Chairman; Messrs. Brown, Campbell, Foltman, Frank, Friedland, Gruenfeld, Hodges, Landsberger, Mesics, Risley, Rosen, Trice, Wasmuth, Whyte, Williams.

### 120. INDUSTRIAL SOCIETY

Credit three hours. Fall term. Open only to ILR freshmen and transfer students. Department faculty.

A course devoted to the analysis of industrial society as the context within which modern work organizations operate. Broad comparisons in the differences between preindustrial and industrial societies; patterns of social stratification, occupational institutions, bureaucracy, ideologies, kinship, urbanism and conflict characteristic of industrial society; effects of technological change on society.

**121. FORMAL ORGANIZATIONS**

Credit three hours. Spring term. Open to ILR freshmen and transfer students. Department faculty.

An introduction to the study of formal organizations in industrial society. Attention will be devoted to the analysis of formal organizations concentrating on the examination of the social relationships existing within and between organizations, how these relationships are developed and the factors which influence behavior within formal structures. Among the subjects that will be discussed are power, authority, conflict, cohesion, the division of labor, communications, etc. Among the formal organizations to be considered will be the factory, the business corporation, the union, the hospital, etc.

**220. THE INDIVIDUAL IN ORGANIZATIONS**

Credit three hours. Fall term. Open to ILR students only. Department faculty.

Introduces concepts and research from individual and social psychology pertinent to the area of organizational behavior. The focus of study is the individual and the small group in the context of a complex organization. Topics include perception, motivation, morale and productivity, frustration and conflict, attitude change, the impact of groups and organizations upon the individual, leadership, and effective groups and organizations.

**320. CONCEPTS AND CASES IN HUMAN RELATIONS**

Credit three hours. Fall and spring terms. Enrollment limited to two sections of fifteen students each. Prerequisite: ILR 220 or equivalent, and permission of the instructor. Department faculty.

Description, illustration, and demonstration of concepts in human relations in the context of psychological and social stress situations. Case studies provide an opportunity to analyze situations in a cultural and social frame of reference.

**321. MANPOWER AND ORGANIZATION MANAGEMENT**

Credit three hours. Spring term. Open only to undergraduate ILR students. Mr. Foltman, Mr. Frank, Mr. Mesics, Mr. Trice, or Mr. Wasmuth.

Study and analysis of the role of manpower and organization management in work organizations. The history of the function, the factors, and influences which have governed its growth and development, and current concepts based on the findings of behavioral science research. The development and organization of personnel administration, factors influencing the administration and appraisal of personnel functions including recruitment, selection, placement, training, and communications, job evaluation, compensation, performance rating, transfer, promotion, separation, employee services, health and safety, records and reports, and research. The relationship of personnel administration to union-management relations and collective bargaining. In addition, the personnel and industrial relations occupations will be examined in terms of their career patterns and organizational role.

**323. TECHNIQUES AND THEORIES OF TRAINING IN ORGANIZATIONS**

Credit three hours. Spring term. Mr. Foltman or Mr. Frank.

Deals with the methods used, formally and informally, by organizations for training personnel at all levels. These methods will be compared with relevant psychological formulations of the problems of learning. The place of practice, understanding, and motivation in the acquisition of motor and other skills; the use of the case and incident method; learning techniques in a group set-

ting (discussion and role playing); learning during performance appraisals; learning as a result of identification. Various teaching methods will be practiced.

#### 324. COMMUNICATION IN INDUSTRY AND LABOR

Credit three hours. Spring term. Mr. Frank or Mr. Hodges.

Concepts and principles of communication as applied to (a) internal organizational and management problems of companies and unions and to (b) external interactions with public opinions. Programming of persuasive communication directed to employees, communities, government, and other publics.

#### 325. SOCIAL MOVEMENTS OF INDUSTRIAL SOCIETIES

Credit three hours. Spring term. Prerequisite: ILR 120 and 121, or two courses in sociology. Mr. Friedland.

An examination of social movements and their origins: characteristics of social structures giving rise to social movements; the organization of social movements in preindustrial societies contrasted with those of industrial societies; charismatic authority and routinization of movements; features of formal organization of social movements; collective behavior as a manifestation of social movements. An important feature of the course will be the examination by students of social movements of modern industrial societies. These will include union, civil rights, student, and other similar movements characteristic of modern, industrialized societies.

#### 420. GROUP PROCESSES

Credit three hours. Fall term. Open to juniors and seniors. Mr. Brown or Mr. Gruenfeld.

Designed to increase the student's understanding of concrete social situations. Provides experiences in performance of group tasks, with readings, lecture, and discussion organized around this experience. Concepts drawn from the fields of social psychology are applied to the analysis of group processes.

#### 422. INDUSTRY AND LABOR IN THE INDUSTRIAL COMMUNITY

Credit three hours. Fall term. Department faculty.

A study of problems characteristic of industrial cities and their relationships with locally operating companies and local unions. Among the subjects to be considered in the light of these relationships will be the processes of change in communities and the media of social conservation; local government as object and subject of influence; community communication during industrial conflict; promotion of community projects, as urban renewal, united fund, industrial development, and equal opportunities for minorities.

#### 423. DESIGN AND ADMINISTRATION OF TRAINING PROGRAMS

Credit three hours. Fall term. Mr. Foltman or Mr. Mesics.

An analysis and exploration of the training and retraining function as applied in business, government, and industrial organizations. Consideration is given to the conceptual framework in which learning activities are developed at the workplace at all levels. Included are various teaching methods such as vestibule schools, on-the-job training, conference discussion, role playing, programmed instruction, sensitivity training, and the utilization of audiovisual materials. Programs are studied dealing with the development of manipulative, supervisory, technical, and administrative skills. Particular emphasis is placed on the training needs of employees in a technologically changing industrial environment.

**424. INTRODUCTION TO THE STUDY OF ATTITUDES**

Credit three hours. Fall term. Open to juniors and seniors. Department faculty.

Designed to acquaint the student with what we know about (1) origins of human attitudes, (2) the determinants of attitude change, and (3) the measurement of attitude differences. Studies employing clinical, experimental, and survey techniques will be discussed. Each student will design, execute, and analyze a research study of his own.

**426. SOCIOLOGY OF INDUSTRIAL CONFLICT**

Credit three hours. Offered in alternate years. Open to juniors, seniors, and graduate students. Prerequisite: two courses in sociology and permission of the instructor. Mr. Friedland.

General patterns of conflict are examined prior to a specific examination of industrial conflict. The sources of conflict in modern industry, in particular in labor-management relations; the nature of the institutions created for conflict resolution; effects of the division of labor on labor-management relations; the effects of the bureaucratization of collective bargaining on relationships in industry.

**427. SOCIOLOGY OF OCCUPATIONS**

Credit three hours. Spring term. Open to juniors, seniors, and graduate students and to sophomores with permission of the instructor. Prerequisite: one or more courses in sociology or permission of the instructor. Mr. Trice.

Focuses on (1) the changing character of American occupations within the context of social change — specialization and bureaucratization, (2) occupational status — differences in income, prestige, and power and the resultant general phenomenon of social stratification, (3) vertical and horizontal occupational mobility, (4) recruitment and socialization into occupational roles, (5) the process of professionalization, (6) comparison of personnel occupations with the career and organizational patterns of other occupations, (7) a close examination of the nature and correlates of chronic unemployment as a means of demonstrating the functions of occupational roles for both individuals and society.

**428. PSYCHOLOGY OF INDUSTRIAL CONFLICT**

Credit three hours. Fall term. Open to juniors, seniors, and graduate students. Permission of the instructor required. Mr. Rosen.

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

**461. ADMINISTRATION OF COMPENSATION**

Credit three hours. Spring term. Open to juniors, seniors, and graduate students. Prerequisite: ILR 321 or equivalent. Department faculty.

The development and administration of wage and salary programs with major emphasis on internal consideration. Subjects include program principles, objectives, and policies; organization of the function; and procedures to implement policies. Topics include job and position analysis; preparation of description-specifications; job evaluation; incentive applications; wage and salary structures; the use of wage surveys; supplemental payments, including premium pay, bonuses, commissions, and deferred compensation plans; and

the use of automatic increment provisions. Case studies and assigned projects will cover selected programs.

#### 464. ORGANIZATIONS AND DEVIANT BEHAVIOR

Credit three hours. Spring term. Open to juniors, seniors, and graduate students. Prerequisites: one or more courses in both sociology and psychology. Mr. Trice.

Focusing on the relationships between organizations and deviant behavior, the course covers (1) the nature and etiology of psychiatric disorders, particularly schizophrenia, the psychoneuroses, and psychosomatic disorders, (2) organizational factors related to these disorders and to the more general phenomena of role conflict and stress, (3) an examination of alcoholism as a sample pathology, in terms of personality characteristics and precipitating organizational factors, (4) evaluation of organizational responses to deviance, (5) the nature of self-help organizations such as Alcoholics Anonymous, (6) the structure and functioning of the mental hospital.

#### 465. FIELD STUDIES IN THE DEVELOPMENT OF MANAGEMENT TRAINING PROGRAMS

Credit three hours. Fall term. Open to upperclassmen by permission of the instructor. Enrollment limited to eight students. Mr. Frank.

Will provide direct field experience and diagnosis of managerial training needs within four different organizations and will involve the design and construction of actual training programs. Each student will conduct interviews, observe work activity, study past training activity, and attempt to gain a general understanding of the basic operation of the particular organization to which he is assigned. He will then develop a detailed proposal for subsequent training activity within the organization, including development of materials to be used as well as the basic format for the training sessions. Class and reading assignments will be in the field of industrial training and adult education, with individual assignments contingent on the varying organizational assignments.

#### 466. VALUES AND ETHICS IN BUSINESS AND INDUSTRY

Credit three hours. Fall term. Mr. Campbell.

An analysis of the values and ethical concerns which affect the management of business and industry. Attention will be given to (1) the role of values in the development of business and other economic institutions with special concern for the institution of collective bargaining, (2) value assumptions in theories and concepts of management and organizational behavior, (3) values and the personal development of workers and managers, (4) social responsibilities of the business manager. Readings will range from philosophic works to case studies and public statements by business executives and labor leaders. Among the values to be considered are such concepts as freedom, efficiency, competition, the value of work, loyalty, responsibility, progress and innovation, the individualistic and socialistic ethics, full employment, property rights, and centralism vs. decentralism.

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## KEY TO THE CAMPUS MAP ON THE FOLLOWING PAGES

- Agronomy F4  
 Alumni (Athletic) Fields F5  
 Alumni House D3  
 Bacon Athletics Cage E6  
 Artificial Breeders H7  
 Bailey Hall E4, auditorium  
 Baker Residences (men) B4  
 Baker Laboratory D3, chemistry  
 Balch Halls E2, women's residences  
 Bard Hall C6, materials science & eng.  
 Barnes Hall C5, Campus Store, auditorium  
 Barton D5, military training, Safety Div.  
 Beebe Lake; Triphammer Falls E-F3  
 Big Red Barn D4, alumni center  
 Caldwell Hall E4, agronomy  
 Campus Store, Barnes-C5, Sheldon Ct.-C7  
 Carpenter C6, eng. library & admin.  
 Cascadilla Hall B7  
 Clark Hall D4, physical sciences  
 Collyer Boat House, Cayuga Lake Inlet  
 Comstock Hall E4, entomology, limnology  
 Comstock House D2, women's residence  
 Cornell Quarters F-G7, student families  
 Crescent E6, football stadium  
 Dairy Cafeteria (Stocking Hall) G-H5  
 Day Hall C-D5, Univ. administration  
 Dickson Hall E2, women's residence  
 Donlon Hall E1, women's residence  
 Educ. Placement D2, 320 Wait Av.  
 Fernow Hall F4, conservation  
 Filter Plant J3  
 Fishery Lab. J7  
 Food Storage & Laundry F7  
 Foundry C3, architecture studio  
 Franklin Hall C3, art, Asian studies  
 Gannett Medical Clinic C5  
 Goldwin Smith Hall C4, arts & sciences  
 Golf Course H2  
 Graphic Arts Services G6  
 Greenhouses F4, H4  
 Grumman D6, aero. eng.  
 Grumman Squash Courts E6  
 Hasbrouck Apts. G1, student residences  
 Heating Plant F6  
 High Voltage Lab. H7, 909 Mitchell St.  
 Hollister Hall C6, civil eng.  
 Hoy Field D6, baseball  
 Hughes Hall C6, law student residence  
 Hydraulics (Applied) Lab. E3  
 Ind. & Labor Relations Conf. Ctr. E5  
 Ives Hall D5, industrial & labor relations, summer session & extramural courses, Univ. personnel office  
 "Japes" E2, recreation, meetings  
 Judging Pavilion H5  
 Kimball Hall D6, materials processing  
 Langmuir Lab., Research Pk. H2  
 Library Tower C4  
 Lincoln Hall C3, music, speech & drama  
 Lynah Hall E-F5, ice skating  
 Malott Hall D4, business & public admin., hospital admin.  
 Mann F4, agric. home econ. library, Finance Office, Bailey Hortorium  
 McGraw Hall C4, geological sciences, sociology, anthropology  
 Minns Garden E4  
 Moakley House H2, recreation, golf  
 Morrill Hall C4, modern languages, psychology  
 Morrison Hall H5, animal husbandry  
 Helen Newman Hall E2, women's phys. ed.  
 Newman Lab. D-E3, nuclear studies  
 Noyes Lodge E3, recreation, cafeteria  
 Noyes Student Center A5  
 Nuclear Reactor Lab. D6  
 Observatory F2  
 Olin Hall C5, chemical engineering  
 Olin (Grad. & Research) Library C4  
 Ornithology HI-2, Sapsucker Woods Rd. via Warren & Hanshaw Rds.  
 Phillips D6, elec. eng.  
 Plant Science E4, genetics, development, physiology, cell physiology  
 Pleasant Grove Apts. F1, student families  
 Post Lab. H4, floriculture  
 Poultry Research F4  
 Poultry Virus Disease Lab. J5  
 Radiation Biology Lab. H2, Warren Rd.  
 Radiophysics & Space Research D4  
 Rand D3, Computing Ctr.  
 Research Park H2  
 Rice Hall F4, poultry husbandry  
 Riding Hall & Stables F6, Rt. 366  
 Riley-Robb Hall G5, agric. eng.  
 Risley Hall D2, women's residence  
 Roberts Hall E4, agric. admin., biol. sciences, veg. crops  
 Rockefeller Hall D4, physics, eng. physics  
 Sage Chapel C5  
 Sage Graduate Center D5  
 Savage Hall D-E4, nutrition  
 Schoellkopf Field and Hall E6, athletics  
 Service Building F7  
 Sheldon Ct. C7, News Bureau, Campus Store  
 Sibley Hall C3, arch., history, govt.  
 Statler Hall D5, hotel administration  
 Stimson Hall D4, ecology & systematics  
 Stocking Hall G5, dairy & food science, neurology & behavior, microbiology  
 Stone Hall E4, education  
 Suspension Bridge C3  
 Synchrotron Bldg. G6  
 Taylor (Anabel) Hall C6, interfaith ctr.  
 Taylor (Myron) Hall C6, law  
 Teagle Hall E5, men's phys. ed., sports  
 Television-Film Center H5  
 Thurston Court B2, student residences  
 Thurston C6, theoretical & applied mech.  
 Toboggan Lodge E3, recreation  
 University Halls, Sperry Hall, Class of 1926 Hall B5, men's residences  
 University Press C2  
 Upson Hall D6, mech. eng., computer sci.  
 Uris (Undergraduate) Library C4  
 U. S. Nutrition Lab. H4  
 Utilities Section E3  
 Van Rensselaer Hall E4, home economics  
 Vegetable Gardens G7  
 Veterinary College J4  
 Veterinary Virus Research Lab. H7  
 Visitor Information C5 and D5  
 von Cramm Scholarship Hall (men) A4  
 Warren E4, agric. econ., rural sociol.  
 White Hall C3, mathematics  
 White Museum of Art D4  
 Willard Straight Hall C5, student union  
 Wing Hall G5, biochem., molec. biol.

A

B

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D

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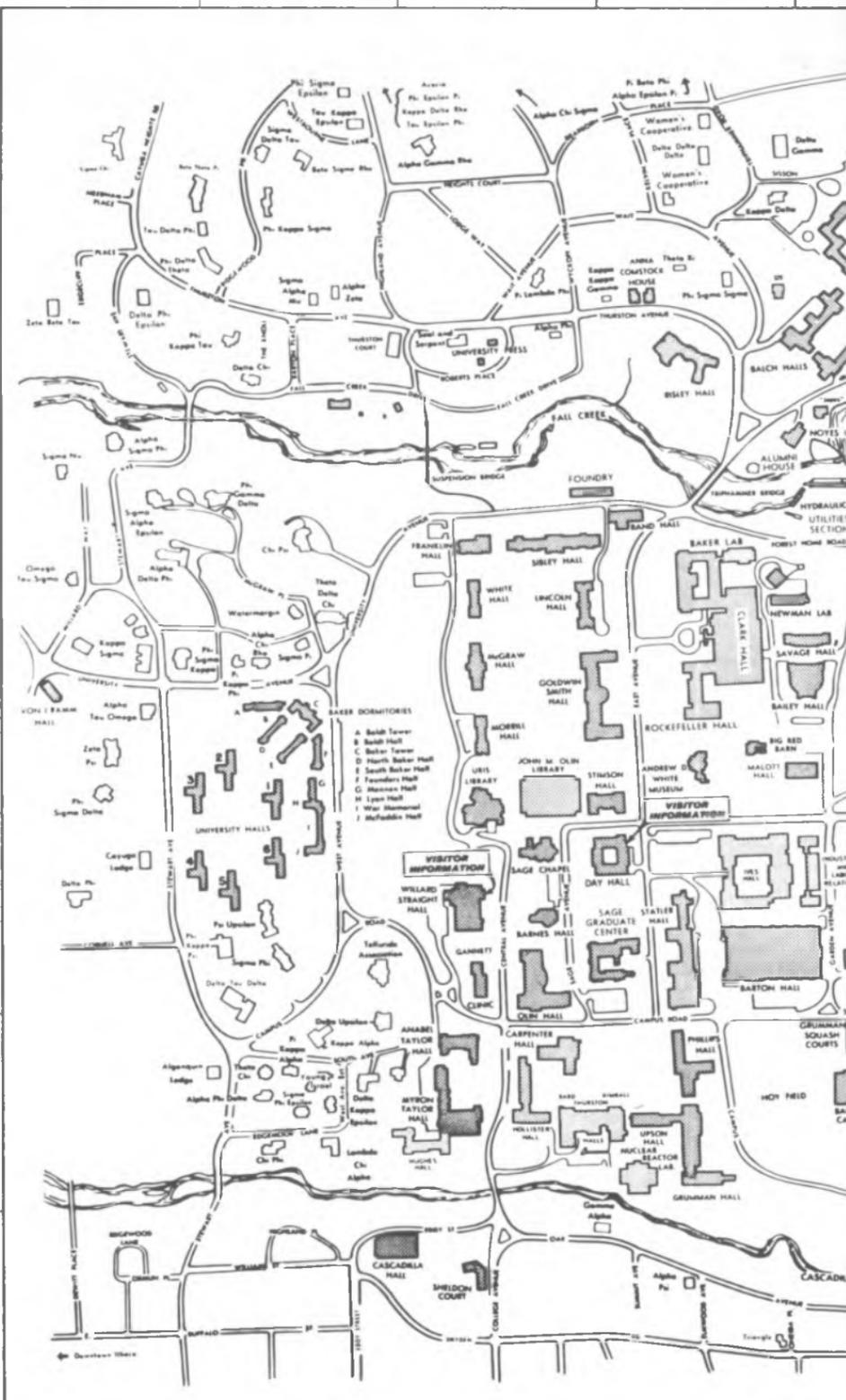
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**499h DIRECTED STUDIES: FIELD RESEARCH IN MIGRANT LABOR**

Credit three hours. Fall and spring terms. Permission of the instructor required. Mr. Friedland.

Intended to prepare the student with the requisite techniques for conducting field research. May include interviewing, participant observation, maintenance of field diaries, historical and library research. The student will be prepared for consideration of theoretical and substantive questions relating to the research area.

## International and Comparative Labor Relations

Mr. Windmuller, Chairman; Messrs. Ahmad, Clark, Friedland, Galenson, Landsberger, Morris

**430. COMPARATIVE INDUSTRIAL RELATIONS SYSTEMS I**

Credit three hours. Fall term. Prerequisite for non-ILR students: ILR 250 or consent of the instructor. Mr. Galenson or Mr. Windmuller.

An introductory course concerned with the history, structure, institutional arrangements, and philosophy of the labor relations systems of several countries in advanced stages of industrialization. Countries to be examined include Great Britain, France, Italy, Germany, Sweden, and the Soviet Union.

**431. COMPARATIVE INDUSTRIAL RELATIONS SYSTEMS II**

Credit three hours. Spring term. Prerequisite for non-ILR students: ILR 250 or consent of the instructor. Mr. Ahmad, Mr. Galenson, or Mr. Windmuller.

A comparative review of systems of labor relations of countries in the early and intermediate stages of economic development. Surveys the development of industrial labor forces, the evolution and functions of labor organizations, the role of government in industrial relations, and the emergence of different patterns of labor-management relations. Also covers the history of individual labor relations systems in selected countries of Asia, Africa, the Middle East, and the Western Hemisphere.

**434. INDUSTRIALIZATION AND SOCIAL CHANGE IN AFRICA**

Credit three hours. Spring term. Prerequisite: ILR 120 and 121 or two courses in Sociology or ILR 532 or consent of the instructor. Mr. Friedland.

The process of social change is examined in the context of the African continent. African society in the pre-European era; the initiation of change through contact with Europe, through taxation and the establishment of commercial agriculture. Formation of new social classes: the educated élite, the working class, the cash crop agriculturists. Processes of urbanization and initiation of industrial and social consequences thereof. The political revolution and the deepening of Africa's social revolution.

**532. SOCIAL ASPECTS OF MODERNIZATION**

Credit three hours. Fall term. Open to seniors and to juniors, with permission of the instructor, who have had two courses in sociology, or ILR 120 and ILR 121. Mr. Friedland or Mr. Landsberger.

Analysis of the concepts of change, progress, and development and their ideological content. Indicators and correlates of development and their measurement. Types of theories: endogenous vs. exogenous; monolineal vs. multi-lineal; convergent vs. parallel vs. divergent, etc. Types of causes: economic,

technological, group-status, demographic, individual-motivation. Critical sectors and institutions: political and the problem of revolutions; educational and the problem of mobility; military and the problem of democracy; intellectual and the problem of ideologies.

### 533. INDUSTRIAL RELATIONS IN LATIN AMERICA

Credit three hours. Spring term. Seniors with consent of the instructor. Mr. Morris.

A broad survey of industrial and labor relations in Latin America in their geographic, political, economic, and social settings. A framework for analysis of industrial relations systems in developing societies is presented and applied to the Latin America area. This is followed by discussion of labor codes, organized labor and political parties, management, and labor-management relations. The labor movements and industrial relations systems of five or six of the Latin American republics are then presented as case studies. Comparisons are made with United States experience whenever possible. Finally, the history and present status of hemisphere labor movements are presented and special comment is made on the role of United States labor in these movements.

### 534. SOCIAL PROBLEMS OF INDUSTRIALIZATION IN LATIN AMERICA

Credit three hours. Spring term. Mr. Landsberger.

An introduction to the ideologies and values, particularly concerning work; the economic and demographic problems; the major pressure groups (old élites, entrepreneurs, urban and rural working class, middle sectors, military, intellectuals) of Latin America, and to United States-Latin American relations.

### 535. POLITICS AND INDUSTRIALIZATION IN EMERGING NATIONS

Credit three hours. Spring term. Prerequisite: ILR 530 or 531, or permission of the instructor. Mr. Ahmad.

The problems and perspectives of industrialization in developing nations are studied with special reference to three related questions (1) the methods and theories for analyzing societies undergoing fundamental transformation from the agrarian to the industrial way of life, (2) the causes, character, and direction of this revolution of modernization, and (3) the role of ideologies, élites, and institutions in the modernizing process. Selected countries of Asia, Africa, the Middle East, and Latin America are analyzed as alternative models of modernization. Attention is given to the role of labor and industrial organization and of foreign aid in the process of development.

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*Attention is called to the fact that the following courses in other departments are available to undergraduates in fulfillment of the requirements of the two-course sequence in International and Comparative Labor Relations: ILR 440, Labor Force Analysis and Manpower Economics, Mr. Aronson; ILR 445, Comparative Economic Systems: Soviet Russia, Mr. Clark; as well as the 600 sequence of graduate seminars some of which may be open to undergraduates with the consent of the instructor.*

## Labor Economics and Income Security

Mr. Raimon, Chairman; Messrs. Aronson, Clark, Ferguson, Galenson, Hildebrand, MacIntyre, Slavick, Tolles.

### 140. DEVELOPMENT OF ECONOMIC INSTITUTIONS

Credit three hours. Fall term. Open only to ILR students. Mr. Clark.

Designed to give the student an understanding of the historical development of our economic institutions and the nature of the problems incident to economic change and development as part of the background for understanding and analysis of important present-day issues. Attention is focused on the agricultural, commercial, and industrial revolutions, tracing their development from their beginnings in Western Europe to the present.

### 241. ECONOMICS OF WAGES AND EMPLOYMENT

Credit three hours. Spring term. Prerequisite: Economics 103-104 or equivalent. Mr. Hildebrand, Mr. Raimon, and other members of the department.

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

### 340. ECONOMIC SECURITY

Credit three hours. Fall term. Mr. MacIntyre or Mr. Slavick.

A study of the philosophy, history, and economic and social effects of social security and minimum wage legislation. Programs offering protection against economic loss due to industrial accident, temporary and permanent disability, illness, old age, premature death, and unemployment. Critical examination of proposals for modifying social security and minimum wage legislation. Private and voluntary efforts to provide security, and the problems of integrating public and private programs. Comparative analysis of foreign security systems.

### 341. PROTECTIVE LABOR LEGISLATION

Credit three hours. Spring term. Mr. Slavick.

A survey of the nature of the problems and the basis for state and federal legislation in fields such as discrimination in employment, migratory labor, industrial health and safety, minimum wages and maximum hours, and child labor. Special attention is given to the problem of maintaining a proper balance between the efforts of industry, organized labor, and government in the development of labor standards. Proposals for amending existing legislation will be discussed.

### 342. PRINCIPLES OF INSURANCE

Credit three hours. Fall term. Open to juniors, seniors, and graduate students. Mr. Slavick.

An introductory course dealing with the economic and social aspects, the basic principles and practices, and the legal characteristics of insurance. The extensive use of insurance methods in industry, personal affairs, and government will be discussed. Fields of insurance covered will include life, accident, health, fire, casualty, marine, and multiple-line coverages. Attention will also be devoted to the historical development of insurance, government regulation of the industry, and principles of underwriting and rate making.

**348. BUSINESS DECISIONS AND PUBLIC POLICIES**

Credit three hours. Fall term. Open to juniors and seniors. Mr. Tolles.

Study of the history of the private and public decisions which have characterized a variety of American industries. The industries selected for study will include representatives of the fields of agriculture, manufacturing, transportation, power, trade, services, and government enterprise. Attention will be given to the interests of both buyers and sellers and to the alternative solutions to present-day problems of public policy. Each student, under the instructor's guidance, will prepare and revise an individual paper on some selected problem of actual business decision.

**441. INCOME DISTRIBUTION**

Credit three hours. Spring term. Open to upperclassmen and graduate students. Mr. Ferguson.

A study of the sources and distribution of personal income in the United States. The influence of economic change on employee earnings, the size and distribution of family incomes, and the problems of poverty are particular topics of analysis.

**442. ECONOMICS AND PROBLEMS OF LABOR**

Credit four hours. Fall term. Prerequisites: Economics 103-104. ILR 241 recommended. Open only to upperclass students. Mr. Hildebrand.

An advanced course concerning the institutional organization of labor markets, economic analysis of their operation, and major policy questions involved. Principal topics include wage and employment theory; determinants of wage level and structure; technological change; unemployment; poverty and income distribution; inflation and income policy.

**443. ECONOMIC CLIMATE OF WAGE AND EMPLOYMENT DECISIONS**

Credit three hours. Spring term. Mr. Tolles.

Study of the impact on the wage and employment decisions of employers, unions, and individual workers resulting from the aggregate demand for labor and from particular demands in defined circumstances. Theories, facts, and projections of economic growth and of fluctuations in the economy. The role of governmental economic policies. Each student will prepare, under the instructor's guidance, a manual of facts relevant to a wage decision in an individually selected situation.

**445. COMPARATIVE ECONOMIC SYSTEMS: SOVIET RUSSIA**

Credit four hours. Spring term. Mr. Clark.

A comparative analysis of the principles, structure, and performance of the economy of Soviet Russia. Special attention will be devoted to industry and labor.

**447. SEMINAR IN LABOR ECONOMICS**

Credit three hours. Spring term. Open, with permission of the instructor, to seniors who have completed ILR 241 or equivalent. Mr. Raimon

The purpose of this seminar is to aid the student in improving his creative abilities in the areas of research. Papers may be written on any topics in labor economics and income security. Students typically will prepare two major papers during the term. They also will be responsible for weekly critiques of the work of fellow students.

**448. ECONOMICS OF COLLECTIVE BARGAINING**

Credit three hours. Fall term. Open only to seniors. Enrollment limited. Mr. Ferguson.

The economic aspects of collective bargaining, including management and union goals in contract negotiation, elements in bargaining strategy, the nature of bargaining power, and the use of economic criteria in deciding terms of employment.

**449. HEALTH, WELFARE, AND PENSION PLANS**

Credit three hours. Spring term. Open to seniors, graduate students, and to juniors by permission of the instructor. Mr. MacIntyre.

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

**499. DIRECTED STUDIES**

Credit to be arranged. Fall and spring terms.

For individual research, conducted under the direction of a member of the faculty, in a special area of labor relations not covered by regular course offerings. Registration limited to upperclassmen who have demonstrated ability to undertake independent work.

## Instruction of General Interest to Non-ILR Students

**250. SURVEY OF INDUSTRIAL AND LABOR RELATIONS**

Credit three hours. Either term. Mr. Doherty, Mr. MacIntyre, and Mr. Tolles.

A survey for students in other divisions of the University. An analysis of the major problems in industrial and labor relations: labor union history, organization, and operation; labor market analysis and employment practices; industrial and labor legislation, and social security; personnel management and human relations in industry; collective bargaining; mediation and arbitration; the rights and responsibilities of employers and employees; the major governmental agencies concerned with industrial and labor relations.

**450. PERSONNEL ADMINISTRATION IN SUPERVISION**

Credit three hours. Fall and spring terms. Open only to non-ILR students. Faculty of Organizational Behavior Department.

A review of the personnel function in business and industry with emphasis on the personnel responsibilities of the line supervisor. The course is closely linked to evidence developed by behavioral sciences research. Topics for discussion will include organization theory, leadership, organization structure and change, group influences on individuals, employee motivation, and other human problems of management. Specific personnel administration functions and practices, as they are related to these problems, also will be included, e.g., selecting, inducting, training, rating, and compensating employees; and developing techniques for interviewing, adjusting complaints and grievances, and aiding in the solution of employee and supervisory problems. Selected readings, case studies, discussions, and projects.

## 408, 409. DEVELOPMENT OF AMERICAN IDEALS

Credit three hours each term. Fall and spring terms, respectively. Open to sophomores and upperclassmen. Mr. Konvitz.

A critical analysis of Western, particularly American, political, ethical, and social ideas — their meanings, origins, and development. In the fall semester: interests secured or pressing for recognition, such as freedom of religion, freedom of speech and press, freedom from discrimination, personal security, and right of privacy. Relevant U.S. Supreme Court cases are read and discussed. In the spring semester: the religious, philosophical, and historical roots of basic Western ideals, such as individual dignity, justice, love, the higher law, the pluralistic society, democracy, freedom, and equality. There will be readings from the Bible, Plato, Sophocles, the Stoic philosophers, Renaissance thinkers, Locke, Emerson, William James, and others.

## THE GRADUATE PROGRAM

## ORGANIZATION OF GRADUATE WORK

Through the Graduate School of Cornell University, the School of Industrial and Labor Relations offers an opportunity for candidacy for the degrees of Master of Industrial and Labor Relations (M.I.L.R.), Master of Science (M.S.), and Doctor of Philosophy (Ph.D.).

The program for the degree of Master of Industrial and Labor Relations provides for general coverage of the field of industrial and labor relations for those anticipating professional work. For those with more specific interests and with adequate background for such concentration, the Master of Science program provides for study in two selected areas, including research and preparation of a thesis.

Work leading to the Doctor of Philosophy degree is designed to give the candidate a thorough knowledge of selected areas as well as comprehension of the broad field of industrial and labor relations and to train him in the methods of research and scholarship in that field. The Ph.D. candidate is expected to maintain a high level of achievement and to show evidence of ability in independent investigation and study.

In cooperation with the School of Education, the School of Industrial and Labor Relations offers opportunities for work toward the degrees of Master of Education (M.Ed.) and Doctor of Education (Ed.D.). Candidates for these degrees take their major work in the area of Development of Human Resources. (See page 59 of this Announcement.) The *Announcement of the School of Education* provides additional information concerning these two degrees.

Applicants for any of the degrees described above may occasionally be recommended for admission as *provisional* candidates. Provisional candidacy is appropriate where it is initially difficult to appraise the qualifications for candidacy but where there is promise of ability to complete the program successfully. For the terms under which applicants may be admitted to provisional candidacy, consult the *Announcement of the Graduate School*.



*The relatively small size of the School allows for greater interaction between faculty and students. Here, a student confers with Professor Duncan M. MacIntyre following a class.*

When staff and facilities are available, a limited number of persons may be admitted as *noncandidates* for a period not more than two terms of residence. Noncandidate status is designed for those who wish to supplement academic or work experience with advanced training. Admission of noncandidates depends in each case on the merits of the applicant's proposed program of study and evidence of his ability to benefit from it.

Detailed requirements for the degrees of Master of Science and Ph.D. are described in the *Announcement of the Graduate School*. Certain of the general requirements for these degrees are described below. The School of Industrial and Labor Relations, with the approval of the Graduate School, administers the program leading to the M.I.L.R. degree. Requirements of this program are described on pages 56-57.

## ADMISSION OF GRADUATE STUDENTS

Admission to graduate standing is determined by the Graduate School. Candidates for advanced degrees in the field of industrial and labor relations will be recommended to the Graduate School for admission in terms of the following criteria:

### 1. The Nature of Previous Academic Preparation

- (A) The Masters' degrees. Candidacy for the Masters' degrees is normally open to those who have had preparation in one or more of the social sciences at the undergraduate level such as to permit effective concentration at the graduate level. Students whose prior exposure to the social sciences has been limited may be obliged to undertake some preparatory study before beginning advanced work in industrial and labor relations.
- (B) The Ph.D. degree. The applicant should have had previous academic training in the social sciences with emphasis in one or more of the following fields: anthropology, economics, government, history, industrial relations, education, labor problems, personnel management, psychology, sociology, statistics. Candidates are rarely accepted for the doctoral program unless they have completed a Master's program or its equivalent in postgraduate work.
- (C) The Master of Education or Doctor of Education degree with concentration in Development of Human Resources: The applicant normally should have a background of work experience and education in training people either for initial industrial employment or for their subsequent career development in industry.

## 2. The Capacity for Graduate Study

High quality of preparation is essential for admission to graduate study. Submission of the results of the *aptitude test* of the Graduate Record Examination is required. *Similar tests, e.g., the Graduate Study in Business Test, the Law Aptitude Test, may not be substituted.* Information concerning times and places of the Graduate Record Examination may be obtained by writing to the Educational Testing Service, Box 955, Princeton, New Jersey 08540. Applicants should ensure that the Graduate Record Examination is completed well in advance of the application period since results are not available for at least a month after completion of the test. For either fall or spring admission applicants, the test given in the *preceding fall* is strongly recommended.

Applicants whose first language is other than English are not required to take the Graduate Record Examination. They are required, however, to submit results of the test, English as a Foreign Language, administered by the Educational Testing Service or the Michigan English Language Test by arrangement with the English Language Institute, University of Michigan, Ann Arbor, Michigan. (See the *Announcement of the Graduate School.*)

## 3. Work Experience

Practical experience with labor, management, and government agencies dealing with industrial and labor relations, or experience in industrial teaching or administration, is desirable.

## 4. Interviews

In certain instances, it may be necessary to interview applicants for graduate study prior to completing action on their admission. In such cases, applicants are interviewed in Ithaca (and occasionally elsewhere) by members of the Graduate Committee of the School and by other faculty members representing subjects in which the candidate proposes to study.

APPLICATIONS FOR ADMISSION to graduate study should be in the hands of the Dean of the Graduate School by February 1 for September admission and by November 1 for February admission.

## SPECIAL INFORMATION FOR GRADUATE STUDENTS

Graduate students should see the *Announcement of the Graduate School* for information on health requirements on entrance, health services provided by the University, and opportunities for graduate students interested in advanced courses in military science.

## Graduate Housing

University dormitory housing is available to single graduate students upon application to the Department of Housing and Dining Services, Day Hall. Married graduate students may apply to the Manager of Housing, Department of Housing and Dining Services, for University-operated housing. Applications for all University housing should be made as soon as possible after January 1 for all fall matriculants; after October 1 for spring matriculants. Detailed information concerning University housing may be obtained by writing to the Department of Housing and Dining Services.

Sage Hall, the graduate center, provides dormitory housing for approximately 200 men and women. Situated in the center of the campus, it is convenient to all colleges. There is a cafeteria in the building. Cascadilla Hall accommodates approximately 160 graduate men. It is conveniently located just inside the southwest entrance to the campus.

### OFF-CAMPUS HOUSING

The University has the policy of requiring all students to live in housing which is approved by the University Student Housing Agency. Continuing registration at the University is contingent upon meeting this requirement.

To assist students, both married and single, to secure adequate housing, the University Student Housing Agency provides an inspection and information service. Information on properties which have University approval and approved housing *currently available* is posted for your convenience in the Off-Campus Housing Office in Day Hall, Room 223. Because changes of currently available apartments occur daily, it is not practical to prepare lists. If at all possible, a student should plan to visit Ithaca well in advance of residence to obtain suitable quarters.

## Expenses for Graduate Students

### TUITION AND FEES

Tuition for graduate students whose major field of study is in industrial and labor relations (a state-supported division of the University) is \$200 *per term*. A University General Fee of \$275.00 *per term* is required of each graduate student. Tuition and fees are payable within the first ten days of each term.

A description of other fees, of rules for vehicle registration, parking, and payments and refunds is included in the *Announcement of the Graduate School*.

*The amount, time, and manner of payment of tuition or any fee may be changed at any time by the Board of Trustees without notice.*

## LIVING COSTS

Living costs cannot be stated with the same degree of certainty as regular University charges since they depend to a great extent upon the individual's standard of living. Recent estimates indicate that single students spend from \$200 to \$250 a term for room; \$300 to \$325 a term for board. Laundry and cleaning, done in Ithaca, may require \$40 to \$50 a term. Books and other supplies will cost between \$35 and \$60 a term. Additional allowance must be made for clothing, travel, and incidentals.

## FINANCIAL AID FOR GRADUATE STUDENTS

### Graduate Assistantships

The position of graduate assistant in the School of Industrial and Labor Relations is designed to provide the School with qualified personnel for various types of work of importance to the School and at the same time to provide financial assistance for outstanding graduate students. The graduate assistantship entails committing a specified number of hours a week to such academic activity as assisting in instruction, research projects, or extension work. (For teaching assistants, this ranges from two to four class-contact hours a week, depending on the assignment.)

Appointment to the graduate assistantship normally is made for the academic year. Stipends vary with assignment, i.e., the number of hours of work per week that is expected of the graduate student. Work obligations of twenty hours per week carry a stipend level of \$326.00 a month, those with sixteen hours of work per week, \$257.50, and those with twelve hours a week, \$188.80.

The assistantship provides a full tuition waiver in the Graduate School for nonstate residents, and one-half tuition waiver in the Graduate School for New York State residents. New York State residents may apply for the other half of their tuition through the Scholar Incentive Program. The assistantship does not provide for a waiver of fees in the Graduate School. A limited number of assistantships are normally available during the summer months; these appointments do not provide for a waiver of tuition in the University Summer Session.

Opportunity is provided for advanced graduate students in residence to qualify for research assistantships which enable the recipient to devote to thesis research the amount of time normally committed to a graduate assistantship. Application for the research assistantship is made under procedures announced by the School's Graduate Committee.

Applications for graduate assistantships to begin September, 1968, should be received not later than February 1, 1968, and for February, 1969, not later than November 1, 1968. Announcements of September appointments will be made on or after April 1, 1968. Applicants for admission to graduate study in industrial and labor relations who are

interested in applying for graduate assistantships should write to the Graduate Field Representative, New York State School of Industrial and Labor Relations, Ives Hall, Cornell University.

## Scholarships and Fellowships

The School of Industrial and Labor Relations has available the following fellowships and scholarships:

**INDUSTRIAL AND LABOR RELATIONS GRADUATE FELLOWSHIP.** Provides a stipend of up to \$3,000 annually, subject to renewal for a second year. Tuition and fees are paid by the Fellow. It is the intention of the fellowship to attract persons with superior qualifications for advanced study in the field of industrial and labor relations. The fellowship will normally be awarded to a candidate undertaking Ph.D. work following completion of a Master's degree but may be awarded to one beginning work at the Master's level. Selection of the fellowship winner will be made by the Graduate Committee of the School of Industrial and Labor Relations.

**KENNECOTT COPPER CORPORATION FELLOWSHIP IN INDUSTRIAL RELATIONS.** Established by the Kennecott Copper Corporation for graduate students studying for an advanced degree in industrial relations. The program provides a stipend of \$2,500 a year to the Fellow, with an additional grant to the School from which the bulk of tuition and fees will be defrayed. While the award is made without any obligation on the part of the corporation or the recipient, the donors hope that a good percentage of the highly promising students holding this fellowship will become acquainted with, and interested in, working for the corporation.

**THEODORE S. LISBERGER MEMORIAL SCHOLARSHIP.** Provides modest grants in varying amounts to graduates or undergraduates studying in the field of human relations. Awards are based on the applicant's promise of exceptional academic performance or ability in research, and vary in amount according to estimated financial need. Preference is given to qualified candidates who have had work experience in industry.

**TUITION SCHOLARSHIPS.** The School has available four tuition scholarships normally awarded to students from foreign countries. The awards are for tuition only and do not include the Cornell University General Fee.

The Graduate School of Cornell University has a number of general scholarships and fellowships for which candidates in the Field of Industrial and Labor Relations may be considered. All fellowship and scholarship awards are made as tax-exempt gifts, and normally include waiver of tuition and fees.

For further details concerning scholarships and fellowships, applicants

are referred to the *Announcement of the Graduate School*. Application forms may be obtained from the Office of the Graduate School, Sage Graduate Center, and should be submitted no later than February 1.

Information on New York State Awards (Scholar Incentive Plan and Regents College Teaching Fellowships) may be obtained by writing to the Regents Examination and Scholarship Center, New York State Education Department, Albany, New York 12224.

## GRADUATE DEGREE REQUIREMENTS

### Residence

Residence is calculated in terms of residence units: one residence unit corresponds to one regular academic term of full-time study satisfactorily completed.

A minimum of two units of residence for a Master's degree and six units of residence for a Ph.D. degree has been established by the Graduate School. For the Master of Industrial and Labor Relations the program requirements are such, however, that three terms of study, exclusive of the Summer Session, are required. *More than the minimum period of residence may be required for any of the graduate degrees, depending on the adequacy of prior preparation, academic performance, and other conditioning factors. This is particularly likely in the case of graduate students whose native language is not English.*

### Academic Programs

#### MASTER OF INDUSTRIAL AND LABOR RELATIONS

A candidate for the degree of M.I.L.R. follows a program of study designed to fulfill the requirements outlined below. In planning the program of study to meet the requirements the candidate is aided by his faculty adviser and may arrange his program to permit flexibility in the sequence of courses and seminars. Three terms of study in residence and the completion of twelve courses or seminars are required. In addition to the formal requirements, candidates will in many instances want to spend time on special reading or informal study and will be encouraged to do so with appropriate relation to interest, prior preparation, and objectives.

There are three basic requirements for the M.I.L.R. degree, as follows:

#### Requirement A

A candidate will be required to demonstrate competence in each of eight subject matter fields of the School.

A candidate who demonstrates competence in meeting Requirement A by exemption or by examination may elect, in consultation with his

adviser, other courses or seminars to fill out his program. In any case, however, a total of eight courses or seminars will be needed to satisfy Requirement A. The basic courses referred to above for subject matter fields are as follows:

ILR 500 Collective Bargaining I

ILR 505 Labor Union History and Administration

ILR 510 Economic and Social Statistics

ILR 520-521 Organizational Behavior I and II, plus one elective course from that subject matter area

ILR 540 Labor Economics

ILR 544 Social Security and Protective Labor Legislation

### Requirement B

A candidate will be required, in addition, to complete satisfactorily four seminars or courses, either from within the School or elsewhere in the University, as determined in consultation with his faculty adviser.

### Requirement C

Satisfactory completion of a final comprehensive examination in the field of industrial and labor relations. The comprehensive examination shall be taken near the end of the third term unless, in the opinion of the Graduate Committee, unusual circumstances warrant a change. Candidates for the M.I.L.R. degree who fail to pass the comprehensive examination may take the examination a second time but not earlier than three months and not later than two years after the date of the first examination.

### MASTER OF SCIENCE

A candidate for the Master of Science (M.S.) degree works under the direction of a Special Committee composed of two members of the faculty. For the degree of M.S. selection of the major subject is made from the list given below. The minor subject may be selected either from this list or from other subjects in the University approved by the Graduate School for major or minor study. The specific program to be taken by a candidate will be arranged with the approval of the candidate's Special Committee. The Special Committee may, for example, require the candidate to display competence in one foreign language even though there is no language requirement for the Field of Industrial and Labor Relations. In addition to courses and seminars available in this School, candidates may select offerings from other divisions of the University. The candidate must also complete an acceptable thesis. The thesis is ordinarily written in the candidate's major field and under the direction of the chairman of his Special Committee.

## DOCTOR OF PHILOSOPHY

A student in the Ph.D. program works under the direction of a Special Committee of three members of the faculty. This Special Committee, in consultation with the student, provides the structure within which graduate education at Cornell proceeds, with only a minimum of regulation by the Graduate School or the Field of Industrial and Labor Relations.

The Graduate School requires the following:

1. A minimum of six units of residence at the graduate level;
2. Satisfactory work, to be determined by the appropriate members of the Special Committee in his major and minor subjects, as attested to by the passing of the examination for admission to Ph.D. candidacy;
3. The presentation of an acceptable thesis.

The Field of Industrial and Labor Relations requires the following:

1. Students admitted to graduate work in the Field immediately after receiving an undergraduate degree must first complete a program at the Master's level before being admitted to the doctoral program;
2. One minor must be taken outside the Field.

The selection and sequence of course offerings, the timing of examinations, whether competence in a foreign language must be demonstrated or not, and the decision about a dissertation problem are all matters of careful consultation between the graduate student and his Special Committee. Thus, every student poses a unique educational challenge, and every program is tailor-made to his individual needs and interests.

The candidate is advised to consult the *Announcement of the Graduate School* for further details concerning the requirements for the above degrees.

## Approved Major and Minor Subjects for the M.S. and Ph.D. Degrees

Candidates for the M.S. and Ph.D. degrees proposing to major in industrial and labor relations must select a major area of specialization from the four subjects listed below:

- Collective Bargaining, Labor Law, and Labor Movements
- Economic and Social Statistics
- Organizational Behavior
- Labor Economics and Income Security

In addition to the list above, as well as other approved subjects in the various fields of the Graduate School, the following areas may be offered as minor subjects:

- International and Comparative Labor Relations
- Industrial and Labor Relations Problems (available only as a minor for candidates majoring in fields outside industrial and labor relations)

Candidates for the Master of Industrial and Labor Relations do not select majors or minors, but rather, follow a program designed to provide broad coverage and some specialization in the field of industrial and labor relations.

For both the M.S. and Ph.D. degrees emphasis is placed upon independent study and research. The following are minimum requirements prerequisite to the independent investigations required for these degrees.

### COLLECTIVE BARGAINING, LABOR LAW, AND LABOR MOVEMENTS

Mrs. McKelvey, Acting Chairman; Mrs. Cook, Messrs. Brooks, Cullen, Doherty, Gross, Hanslowe, Jensen, Konvitz, Korman, Morris, Neufeld, Windmuller.

For a Ph.D. major the candidate must show proficiency in the following areas of knowledge: (1) history of the labor movement and collective bargaining in the United States; (2) history of unionism and labor relations in major industries; (3) theories of labor unionism and collective bargaining; (4) structure, government, administration, and activities of the labor movement and of major national unions; (5) structures, procedures, practices, and major issues in collective bargaining; (6) federal and state legislation, and leading cases in labor relations law; (7) role of government in labor relations, with emphasis on the methods and implications of different forms of dispute settlement; (8) history and problems of labor movements and labor relations in other countries; (9) bibliography and major sources of information in collective bargaining and labor unionism.

For a Ph.D. minor, (1), (3), (4), (5), (6), and (7) are required.

For an M.S. major, (1), (4), (5), (6), and (7) are required.

For an M.S. minor, (1), (4), and (5) are required.

### ECONOMIC AND SOCIAL STATISTICS

Mr. McCarthy, Chairman; Messrs. Blumen and Evans.

For a major in this subject the candidate must show (1) through understanding of the principles of statistical reasoning, including such mathematical statistics as is necessary for their development; (2) proficiency in the use of statistical methods and in the processing of statistical data; (3) competence in applying the proper statistical tools of analysis to a specific topic in economics or social studies.

For a minor, the level is less advanced than a major.

### ORGANIZATIONAL BEHAVIOR

Mr. F. Miller, Chairman; Messrs. Brown, Campbell, Foltman, Friedland, Gruenfeld, Hodges, Landsberger, Mesics, Risley, Rosen, Trice, Wasmuth, Whyte, Williams.

This subject matter involves analysis of human behavior in organizations. A program of study in this area reflects behavioral science disci-

plines as well as emphasis on resolving problems. Analysis and study focus on individual human behavior, organizations in society, and industrial society. Candidates majoring in this subject must demonstrate: (1) knowledge of the fields basic to understanding individual and social behavior and of concepts of administration; (2) ability to isolate issues worthy of research, to identify and locate relevant studies or other sources of information, and independently to develop and conduct additional research; and (3) special competence in one of the following sub-areas of study:

- A. *Human Behavior and Problems in Organizations.* (1) Principal human relations problems found in industrial and labor relations, and the bearing of these problems on collective bargaining and labor and management organizations; (2) theories of human organization; (3) effect of organization structure, work-flow, and technology on individual and group relations; (4) problems involved in the relationship between industry and society.
- B. *Development of Human Resources.* (1) Significant problems and issues related to the education and training of the work force. Historic trends in the philosophies, policies, and practices of public and private organizations concerned with the development of manual, technical, and managerial personnel; (2) current social, economic, political, and technological factors influencing administrative practices as they affect the growth and development of the individual; (3) theoretical and applied aspects of organizing and managing developmental programs in particular organizations; (4) principal concepts of learning and of educational methods related to the development of human resources.
- C. *Manpower and Organization Management.* (1) The history, theory, and scope of the manpower and organization management function and the social economic and political factors which influence its development; (2) theory, techniques, methods, and approaches utilized in carrying out the manpower and organizational activities of the organization; (3) the impact and role of government on the employer-employee relationship; (4) major issues and trends related to manpower and organization analysis, planning, and management.

For a minor the required knowledge and competence is less advanced than for a major.

## INTERNATIONAL AND COMPARATIVE LABOR RELATIONS

Mr. Windmuller, Chairman; Mrs. Cook, Mrs. McKelvey, Messrs. Clark, Friedland, Galenson, Hildebrand, Landsberger, Morris, Neufeld, Whyte.

Available only as a minor subject. This subject is concerned with (1) the development and current role of labor movements in countries in various stages of industrialization with special reference to ideological, economic, political, and social factors influencing the history, policies,

and activities of labor organizations; (2) the development of an industrial labor force in the context of social and cultural changes; (3) similarities and diversities in systems of labor-management relations at different stages of economic development; (4) labor market, wage policy, and economic security problems, especially in countries undergoing rapid economic change; and (5) national and international organizations having special interests in international labor questions.

In addition to attaining, through comparative study and other methods, a basic knowledge of (1), (2), (3), (4), and (5), students electing a minor in international and comparative labor relations are expected to acquire a thorough knowledge of labor problems and labor-management relations in *one* specific country or area other than the United States.

### LABOR ECONOMICS AND INCOME SECURITY

Mr. Raimon, Chairman; Messrs. Aronson, Clark, Ferguson, Galenson, Hildebrand, MacIntyre, Slavick, Tolles.

This subject involves analysis of the labor force, labor markets, wages and related terms of employment, income distribution, unemployment, health and safety in industry, superannuation, and private programs and legislation designed to meet income and employment problems.

For a major in this subject, the candidate must demonstrate (1) comprehensive knowledge of historical developments and current issues in the area of employment and income; (2) skill in analysis of economic, political, social, and administrative problems in this field; (3) knowledge of the significant legislation dealing with income, employment, and employee welfare; (4) detailed acquaintance with the literature and sources of information in the field; (5) familiarity with income and employment problems and related legislation in selected foreign countries.

For a minor, (2) and (3) are required.

### INDUSTRIAL AND LABOR RELATIONS PROBLEMS

Available only as a minor to graduate students in fields of study other than industrial and labor relations. A candidate for an advanced degree must have a general understanding of the subject matter in the field of industrial and labor relations. In order to prepare for a minor in this field, the candidate will normally complete three to five courses in accordance with a program approved by his Special Committee.

### GRADUATE COURSES AND SEMINARS

Undergraduate courses may often form an appropriate part of the graduates student's program; hence attention is directed to industrial and labor relations undergraduate offerings described elsewhere in this

Announcement. Graduate students in the Field of Industrial and Labor Relations may also enroll in courses and seminars offered in other fields of the Graduate School. In the School of Industrial and Labor Relations graduate courses are numbered 500 to 599; graduate seminars are numbered 600 to 699. Advanced undergraduate students may, with the permission of the instructor, register in graduate courses and seminars. ILR graduate students may register directly in 500-level courses but may register in graduate seminars only with the permission of the instructor.



*Student meeting in the Faculty Lounge.*

# Collective Bargaining, Labor Law, and Labor Movements

## ILR 500. COLLECTIVE BARGAINING I

Credit three hours. Fall and spring terms. Not open to ILR undergraduate students. Mr. Cullen, Mr. Gross, or Mr. Jensen.

A comprehensive study of collective bargaining with special emphasis being given to legislation pertinent to collective bargaining activities as well as to the techniques and procedures of bargaining and to the important substantive issues that come up in negotiation and administration of the collective agreement. Attention will also be given to problems of handling and settling industrial controversy.

## ILR 501. COLLECTIVE BARGAINING II

Credit three hours. Spring term. Prerequisite: ILR 500 or equivalent. Mr. Cullen, Mr. Gross, or Mr. Jensen.

A detailed study of contract making and administration with particular reference to recent trends and problems in collective bargaining. Attention will be given to several representative industries, and prevailing agreements and case problems will be studied.

## ILR 502. LABOR RELATIONS LAW AND LEGISLATION

Credit three hours. Spring term. Open to ILR graduate students. Mr. Hanslowe or Mr. Konvitz.

A survey and analysis of the labor relations law in which an examination is made of the extent to which the law protects and regulates concerted action by employees in the labor market. The legal framework within which the collective bargaining takes place is considered and analyzed. Problems of the administration and enforcement of the collective agreement are considered, as are problems of protecting the individual member-employee rights within the union.

## ILR 503. ARBITRATION

Credit three hours. Spring term. Prerequisite: for undergraduates, ILR 300; for graduates, ILR 500. Mrs. McKelvey, Mr. Gross, or Mr. Jensen.

A study of the place and function of arbitration in the field of labor management relations, including an analysis of principles and practices, the preparation and handling of materials in briefs or oral presentation, and the work of the arbitrator, umpire, or impartial chairman.

## ILR 504. LABOR DISPUTE SETTLEMENT

Credit three hours. Fall or spring terms. Prerequisite: for undergraduates, ILR 300; for graduates, ILR 500. Mrs. McKelvey, Mr. Gross, or Mr. Jensen.

An historical and contemporary study of the role of government in the adjustment of labor disputes, including such topics as the Railway Labor Act, Taft-Hartley Act, and state and federal laws governing emergency and public employment disputes. The course will also cover the leading administrative agencies in this field, including the Federal Mediation and Conciliation Service; state mediation agencies with special emphasis on the New York State Board of Mediation; and municipal mediation services. Various governmental techniques for dealing with labor disputes, including injunctions, seizure, fact finding, and compulsory arbitration will be analyzed.

**ILR 505. LABOR UNION HISTORY AND ADMINISTRATION**

Credit three hours. Fall term. Not open to ILR undergraduate students. Mrs. Cook, Mr. Brooks, Mr. Korman, or Mr. Neufeld.

A presentation of the history of labor in America, with some reference to colonial and early nineteenth-century labor, but with emphasis upon post-Civil War trade union development; an analysis of the structure and functions of the various units of labor organization, ranging from the national federation to the local union; and some consideration of special problems and activities, such as democracy in trade unions and health and welfare plans, as well as of various types of unions, such as those in construction, maritime trades, entertainment, transportation, and basic industry.

**ILR 506. READINGS IN THE HISTORY OF INDUSTRIAL RELATIONS IN THE UNITED STATES**

Credit three hours. Fall term. Prerequisite: for undergraduates, ILR 300 and 301; for graduates, ILR 505 or equivalent. Mrs. Cook, Mr. Korman, or Mr. Neufeld.

A seminar covering, intensively and in historical sequence, the key documents, studies, legislative investigations, and memoirs concerning American industrial relations systems. Primarily designed to aid students in orienting themselves systematically and thoroughly in the field. Among the authors and reports covered are E. P. Thompson, John R. Commons, Norman Ware, Lloyd Ulman, the Abram Hewitt Hearings, the Henry W. Blair Hearings, the United States Industrial Commission, Philip Taft, Paul F. Brissenden, the United States Commission on Industrial Relations, Theodore W. Glocker, George E. Barnett, Frederick W. Taylor, Henry Gantt, Mary Parker Follett, Irving Bernstein, and Walter Galenson.

**ILR 507. THEORIES OF INDUSTRIAL RELATIONS SYSTEMS**

Credit three hours. Spring term. Prerequisite: for undergraduates, ILR 300 and 301; for graduates, ILR 505 or equivalent. Mrs. Cook, Mr. Korman, Mr. Neufeld, or Mr. Polisar.

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

**LABOR LAW (Law 312)**

Credit three hours. Fall term. Mr. Hanslowe.

The study of collective bargaining, including the right of employees to organize and to engage in concerted activities (strikes, boycotts, picketing); the resolution of questions concerning the representation of employees; the duty of employers and unions to bargain; the administration and enforcement of collective bargaining agreements; grievance procedure and arbitration; the duty of fair representation; and internal union affairs.

**ILR 600. LABOR RELATIONS LAW AND LEGISLATION**

Credit three hours. Spring term. Permission of the instructor required. Mr. Hanslowe or Mr. Konvitz.

Following a brief survey of the development of labor relations law and legislation in the United States, an intensive study will be made of selected controversial aspects of the subject. Concentration will be on the questions

that currently have a special interest because of their impact on public opinion as well as on labor-management relations. Some of the problems that will probably be analyzed are: national emergency disputes; strikes by public employees (e.g., teachers); limits on organizational picketing; the secondary boycott; enforcement of arbitration clauses and awards; legal aspects of featherbedding in some selected industries.

#### ILR 601. COLLECTIVE BARGAINING

Credit three hours. Fall and spring terms. Mrs. McKelvey, Mr. Cullen, Mr. Gross, or Mr. Jensen.

An intensive analysis of the process and procedures of collective bargaining and the substantive issues in labor-management relations. Special consideration is given to the techniques and procedures used in drafting and administering the collective agreement, with emphasis being placed on the day-to-day problems that grow out of the administration of labor-management relations.

#### ILR 602. PROBLEMS IN LABOR LAW

Credit three hours. Fall or spring terms. Mrs. McKelvey and Mr. Hanslowe.

Intensive analysis of selected groups of legal problems arising out of labor relations and arbitrations, based on documentary materials including briefs, minutes, court, and agency proceedings. Weekly or biweekly written reports are required.

#### ILR 603. GOVERNMENTAL ADJUSTMENT OF LABOR DISPUTES

Credit three hours. Spring term. Mrs. McKelvey, Mr. Gross, or Mr. Jensen.

A study of particular problems of the role of the government in the adjustment of labor disputes. Opportunity is afforded to investigate and analyze the various techniques which are commonly used, and to investigate particular governmental agencies and their operations, including federal, state, and municipal agencies.

#### ILR 604. THEORIES OF INDUSTRIAL AND LABOR RELATIONS

Credit three hours. Spring term. Mr. Konvitz.

A study of some significant ideas that have played important roles in our industrial society, especially for their effects on labor-management relations. The approach is philosophical and ethical but with an awareness of the social role of ideas. In the past, the semester was devoted to a study of labor relations theories from the standpoint of Marxist ideology (Marx, Engels, and Laski); labor relations from the standpoint of the economic and social theories of Adam Smith and his predecessors; theories of the nature of work in recent theology.

#### ILR 605. RESEARCH SEMINAR IN THE HISTORY, ADMINISTRATION, AND THEORIES OF INDUSTRIAL RELATIONS IN THE UNITED STATES

Credit three hours. Fall or spring terms. Prerequisite: ILR 506 and 507, or permission of the instructor. Mrs. Cook, Mr. Brooks, Mr. Korman, Mr. Morris, or Mr. Neufeld.

Intensive studies in theories of industrial relations, the social and political history of workers in urbanizing and industrializing communities, the history of ideas which impelled the labor movement, the history and government of individual unions and confederations of unions, the development of ideas in the management of personnel, and comparative studies of American, European, and non-European industrial relations systems. The areas of study will be determined each semester by the instructor offering the seminar.

**ILR 606. LABOR AND GOVERNMENT FROM THE 1920's TO TAFT-HARTLEY**

Credit three hours. Fall term. Open to graduate students and to seniors with consent of the instructor. Prerequisite: for undergraduates, ILR 300 and 301; for graduates, ILR 505. Mrs. Cook.

An historical survey of the pre-New Deal, the New Deal, World War II, and the immediate postwar periods, culminating in the passage of the Taft-Hartley Act. The course will trace the development and explore the nature and effect of government policy on labor welfare and labor relations legislation. Students will each select a specific event or problem for intensive research on which they will report to the class and prepare a paper.

**ILR 609. PROFESSIONALS, WHITE-COLLAR WORKERS, AND THEIR ORGANIZATIONS**

Credit three hours. Spring term. Offered in even-numbered years only. Open to seniors and graduate students with permission of the instructor. Mrs. Cook.

Attention will be directed to characteristics of professional and clerical workers in the white-collar section of the work force. The problems of professionals, both self-employed and salaried, will be considered. A variety of professional organizations and of trade unions will be studied as responses to the collective needs of both groups. The distinctions arising from the conditions of public and private employment will also be considered.

**ILR 699. DIRECTED STUDIES**

Credit to be arranged. Fall and spring terms.

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

## Economic and Social Statistics

**ILR 510. ECONOMIC AND SOCIAL STATISTICS**

Credit three hours. Fall and spring terms. Mr. McCarthy.

A nonmathematical course for graduate students in the social studies without previous training in statistical method. Emphasis will be placed on discussion of technical aspects of statistical analysis and on initiative in selecting and applying statistical methods to research problems. The subjects ordinarily covered will include analysis of frequency distributions, regression and correlation analysis, and selected topics from the area of statistical inference.

**ILR 610. ECONOMIC AND SOCIAL STATISTICS**

Credit three hours. Fall term. Prerequisite: permission of the instructor. Mr. Evans.

This course is directed primarily toward the basic concepts underlying quantification in economics, and an examination of how these requirements are realized in practice. It is intended to familiarize students with the tools used to analyze the labor force, employment, unemployment, production, value-added, productivity, labor costs, prices, capital stocks, etc.; determine what they mean; their proper areas of application; and their limitations. Topics in the methodology of economic statistics, including time series analysis and index number problems, will be reviewed.

**ILR 614. THEORY OF SAMPLING**

Credit three hours. Spring term. Prerequisite: calculus and one course in statistics beyond the introductory level. Mr. McCarthy.

A companion course to ILR 310, Design of Sample Surveys, stressing the development of the fundamentals of sampling theory. Attention will be paid to recent progress in the field. Occasional illustrative material will be given to indicate the application of the theory.

**ILR 699. DIRECTED STUDIES**

Credit to be arranged. Fall and spring terms.

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

## Organizational Behavior

Graduate students majoring or minoring at the Master's or doctoral level in the area of organizational behavior will normally complete the core offering in this area, Organizational Behavior I and II, ILR 520, 521. Depending upon the nature of the program of the individual student, both courses may be taken in the same term, or they may be taken in different terms with either course preceding the other. In addition, graduate students majoring in organizational behavior will normally take ILR 564-565, Behavioral Research Theory, Strategy and Methods I and II. (Exemptions and exceptions are made on an individual basis.)

All M.I.L.R. students will be expected to take both core courses as well as an elective course within the subject area of organizational behavior as a part of their program unless exempted under procedures established in the M.I.L.R. program. ILR 523, Manpower and Organization Management, is recommended as the optional course within the subject area.

**ILR 520. ORGANIZATIONAL BEHAVIOR I**

Credit three hours. Fall and spring terms. Required of graduate students majoring or minoring in the area of organizational behavior and M.I.L.R. candidates. Open to other graduate students with a major or minor in the field of industrial and labor relations. Department faculty.

Survey of concepts and studies from the fields of individual and social psychology, selected for their pertinence to the area of organizational behavior. The relationship between research findings and application to organizational problems will be stressed. Consideration of individual differences of various kinds; attitude formation and its relation to social processes; factors affecting different kinds of learning; motivation and its relationship to productivity; perception and its relationship to evaluation of performance; leadership and the influence process; group formation and its effect on the individual and the organization.

**ILR 521. ORGANIZATIONAL BEHAVIOR II**

Credit three hours. Fall and spring terms. Required of graduate students majoring or minoring in the area of organizational behavior and M.I.L.R. candidates. Open to other graduate students with a major or minor in the field of industrial and labor relations. Department faculty.

Organizational Behavior II deals primarily with three major subject matter areas including: (1) the structure and dynamics of organizations, (2) the administration of the employee relations functions, and (3) cases and problems

which help the student to integrate and apply conceptual understandings underlying work in the subject of organizational behavior. Designed to provide graduate students with the basic background and understanding of the organization and management of organizations and of the problems arising within the organizational context. The basic background, coupled with work in employee relations, is designed as a preliminary to more intensive work in organizational behavior.

#### ILR 523. MANPOWER AND ORGANIZATION MANAGEMENT

Credit three hours. Alternate terms. Prerequisite: ILR 520 or 521. Mr. Foltman, Mr. Mesics, Mr. Miller, Mr. Trice, or Mr. Wasmuth.

A basic graduate course covering the major areas of manpower and organizational policy as they relate to human behavior and work organizations. Intensive consideration will be given to such aspects of personnel work as selection and placement, compensation, training and development, employee-employer relations, health and safety, employee benefits and services, and personnel research. The course will examine how the conduct of the personnel function affects attainment of all organizational objectives. In addition, the personnel and industrial relations occupations will be examined in terms of their career patterns and organizational role.

#### ILR 524. PUBLIC POLICY AND DEVELOPMENT OF HUMAN RESOURCES

Credit three hours. Fall term. Mr. Foltman.

Analysis of the need for development of human resources, trends in work force requirements and implications for public policy, the role of government and of educational institutions in providing development programs, and the effectiveness of such programs. Attention to the rationale, organization, and administration of specific programs, such as apprenticeship, vocational and technical schools, technical institutes, university programs for development of technical, scientific, and managerial skills, and the foreign technical assistance program. Implications and problems of public support for the development of human resources.

#### ILR 525. PERSONNEL SELECTION AND PLACEMENT

Credit three hours. Spring term. Prerequisite: ILR 210, 510, or equivalent. Permission of the instructor is required for non-ILR students. Mr. Campbell, Mr. Rosen, or Mr. Trice.

A study of the employment function in personnel administration. Designed to analyze the techniques and devices used in the recruitment, interviewing, testing, selection, and placement of personnel. Emphasis is placed on applied psychological measurement principles and techniques. Interviews, personal history analysis, psychological tests, and the evaluation of these procedures in terms of appropriate criteria of success on the job will be considered in detail.

#### ILR 526. ADMINISTRATION OF COMPENSATION

Credit three hours. Fall term. Open to graduate students and upperclassmen who have completed ILR 321, 521, 523, or equivalent. Department faculty.

The development and administration of wage and salary programs with major emphasis on internal consideration. Subjects include program principles, objectives, and policies; organization of the function; and procedures to implement policies. Topics include job and position analysis; preparation of description-specifications; job evaluation; incentive applications; wage and salary structures; the use of wage surveys; supplemental payments, including premi-

um pay, bonuses, commissions, and deferred compensation plans; and the use of automatic increment provisions. Case studies and assigned projects will cover selected programs.

#### ILR 527. MANAGEMENT AND LEADERSHIP DEVELOPMENT

Credit three hours. Fall term. Mr. Campbell or Mr. Foltman.

Study of the factors affecting the growth and development of managers and leaders in industrial and other organizations. Consideration is given to the organizational environment; formal and informal developmental programs; leadership theory; and individual attitudes and beliefs. Special emphasis is given to analysis of specific case studies of actual practice.

#### ILR 528. CASE STUDIES IN PERSONNEL ADMINISTRATION

Credit three hours. Fall term. Mr. Mesics or Mr. Wasmuth.

A seminar devoted to an analysis of personnel management activities and their impact on organizational objectives and administration. Cases, incidents, and field data, derived from a variety of institutional settings, will provide a framework for examining and explaining the various roles played by personnel managers. When it is appropriate, attention will be given to the evolution and formalization of personnel activities within growing small business organizations. Students will have an opportunity for field work and are required to prepare individual cases for class presentation and discussion.

#### ILR 529. DESIGN AND ADMINISTRATION OF TRAINING PROGRAMS

Credit three hours. Spring term. Mr. Foltman or Mr. Mesics.

A comprehensive study of organizational training with special emphasis on intraorganization policy, program, and evaluation. Attention will be given, through case discussion, to the philosophy and administration of selected training programs.

#### ILR 562. ADMINISTRATIVE THEORY AND PRACTICE

Credit three hours. Spring term. Prerequisite: For advanced undergraduates, ILR 220 or its equivalent and permission of the instructor; for graduate students, ILR 520 or permission of the instructor. Mr. Campbell.

Analysis of the role of the decision-maker in carrying out his administrative functions. Consideration will be given to organizational structure and relationships, process of planning and decision making, measurement and control, and the direction of work. Basic theories from scientific management, bureaucratic studies, and human relations research will be analyzed with regard to their usefulness to the practicing administrator. Current practices will be evaluated against research findings. Cases will be used frequently to examine the nature of administration as both art and science.

#### ILR 563. THEORIES AND METHODS OF ORGANIZATIONAL CHANGE

Credit three hours. Spring term. Open to graduate students and upperclassmen. Prerequisite: ILR 520, ILR 521 and/or consent of the instructor. Department faculty.

The primary concern will be an examination of certain change agents as they attempt to initiate, structure, and direct organizational change. Attention will be given to the strategies used by these change agents as they are related to selected theories of organizational behavior and organizational change. Among the change agents which will be considered are consultants, union organizers, applied social scientists, staff and managerial personnel.

**ILR 564. BEHAVIORAL RESEARCH THEORY, STRATEGY AND METHODS I**

Credit variable. Fall term. Permission of the instructor required. Department faculty.

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

Units of material to be included are: (1) theoretical, conceptual, and ethical questions; (2) survey research and attitude scaling procedures; (3) laboratory research methods; (4) participant observation and interview methods, and (5) the use of documents and qualitative data analysis. The course will provide the student with important philosophical background for doing research and will expose him to a well-balanced, interdisciplinary set of quantitative and qualitative research tools. Readings will be supplemented by projects and laboratory exercises.

**ILR 565. BEHAVIORAL RESEARCH THEORY, STRATEGY AND METHODS II**

Credit variable. Spring term. Permission of the instructor required. Department faculty.

Must be taken in sequence with ILR 564 except by petition. Designed to meet the needs of M.S. and Ph.D. candidates majoring in organizational behavior, but other graduate students may enroll.

**ILR 566. MANAGEMENT OF SCIENCE**

Credit three hours. Spring term. Open to undergraduates with permission of the instructor. Mr. Gordon.

The course treats the management of science on both the micro- and macro-levels. It will examine empirical findings as they bear on national policy with respect to science and as they bear on environmental settings which inhibit or stimulate accomplishment. Emphasis will be placed on current problems such as freedom and control of science, scientific secrecy, bureaucracy and creativity, financial and political underpinnings of research, and the emerging social system of science.

**ILR 625. MANPOWER AND ORGANIZATION MANAGEMENT**

Credit three hours. Fall and spring terms. Mr. Foltman, Mr. Mesics, Mr. Trice, and department faculty.

A seminar in which intensive study will center in one or two specific areas of manpower and organization management. For example, the area of evaluation of personnel functions might be selected, with each student taking as his seminar project the evaluation of a particular personnel function. Other areas that might be chosen for intensive study are policy formulation and implementation; wage and salary administration; communication; organizational and personal development; testing and rating, training, attitude and morale studies; and personnel research. Designed to provide a framework for individual and group research efforts in the area of personnel administration and to aid constructively such research. Seminar time will be made available for a review of such efforts. Readings, field visits, and guest speakers are included.

**ILR 627. CURRENT ISSUES AND RESEARCH IN HUMAN RESOURCES DEVELOPMENT**

Credit three hours. Fall and spring terms. Fall term: Mr. Foltman or Mr. Gruenfeld. Spring term: Mr. Foltman, Mr. Gruenfeld, or department faculty.

A graduate seminar centering on selected issues and relevant research involved in the development of managerial and work force skills (particular emphasis for the seminar to be determined with the seminar group). Seminar papers and class discussions might concentrate on such topics as management development, impact of technological change on training programs, development of scientific and professional personnel, or labor union education.

**ILR 628. CASE STUDIES IN ORGANIZATIONAL BEHAVIOR, COMMUNICATION, AND PUBLIC OPINION**

Credit three hours. Spring term. Mr. Hodges.

A seminar dealing with representative cases and problems in the public and in-plant relationships of industry and labor, with particular emphasis on employee communications and community relations.

**ILR 660. SEMINAR ON PERSONALITY AND ORGANIZATION**

Credit three hours. Fall or spring term. Prerequisite.: ILR 520 and ILR 521, or permission of the instructor. Mr. Williams.

This seminar attempts to integrate available research and focuses on both personality and organizational variables. Investigations in the field of culture and personality will be examined for their utility in the understanding of organizational functioning. The relationship of personality to economic development will also be examined. Participants will be encouraged to write a term paper on the interrelationship of technology and values.

**ILR 661. LEADERSHIP IN ORGANIZATIONS**

Credit three hours. Spring term. Permission of the instructor required. Mr. Gruenfeld.

This seminar is designed to examine theories and research findings from the behavioral sciences that are relevant to leadership and the influence process in groups and organizations. Personality, situational factors, intra-group processes, interpersonal perception as well as motivation to lead and to follow will be discussed. The implications for leadership training, organization development, and action research will be explored.

**662. CROSS-CULTURAL STUDIES OF WORK AND INSTITUTIONAL DEVELOPMENT**

Credit three hours. Fall and spring terms. Prerequisite: Permission of the instructor. Mr. Whyte.

A research seminar devoted to the analysis of survey and anthropological field reports from Peruvian villages, industrial plants, and schools. Each student will select a problem area for analysis and will write a research report.

**ILR 699. DIRECTED STUDIES**

Credit to be arranged. Fall and spring terms.

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

## International and Comparative Labor Relations

**ILR 530. COMPARATIVE INDUSTRIAL RELATIONS SYSTEMS I**

Credit three hours. Fall term. Not open to ILR undergraduate students. Prerequisite for non-ILR graduate students: ILR 250 or consent of the instructor. Mr. Galenson or Mr. Windmuller.

An introductory course concerned with the history, structure, institutional

arrangements, and philosophy of the labor relations systems of several countries in advanced stages of industrialization. Countries to be examined include Great Britain, France, Germany, and the Soviet Union.

#### ILR 531. COMPARATIVE INDUSTRIAL RELATIONS SYSTEMS II

Credit three hours. Spring term. Not open to ILR undergraduate students. Prerequisite for non-ILR graduate students: ILR 250 or consent of the instructor. Mr. Galenson or Mr. Windmuller.

A comparative review of systems of labor relations of countries in the early and intermediate stages of economic development. The course surveys the development of industrial labor forces, the evolution of functions of labor organizations, the role of government in industrial relations, and the emergence of different patterns of labor-management relations. Also covers the history of individual labor relations systems in selected countries of Asia, Africa, the Middle East, and the Western Hemisphere.

#### ILR 532. SOCIAL ASPECTS OF MODERNIZATION

Credit three hours. Fall term. Open to graduate students who have had two courses in sociology or with the consent of the instructor. Mr. Friedland or Mr. Landsberger.

Analysis of the concepts of change, progress, and development and their ideological content. Indicators and correlates of development and their measurement. Types of theories: endogenous vs. exogenous; monolineal vs. multilineal; convergent vs. parallel vs. divergent, etc. Types of causes: economic, technological, group-status, demographic, individual-motivation. Critical sectors and institutions: political and the problem of revolutions; educational and the problem of mobility; military and the problem of democracy; intellectuals and the problem of ideologies.

#### ILR 533. INDUSTRIAL RELATIONS IN LATIN AMERICA

Credit three hours. Spring term. Seniors with consent of the instructor. Mr. Morris.

A broad survey of industrial and labor relations in Latin America in their geographic, political, economic, and social settings. A framework for analysis of industrial relations systems in developing societies is presented and applied to the Latin American area. This is followed by discussion of labor codes, organized labor and political parties, management, and labor-management relations. The labor movements and industrial relations systems of five or six of the Latin American republics are then presented as case studies. Comparisons are made with United States experience whenever possible. Finally, the history and present status of hemisphere labor movements are presented and special comment is made on the role of United States labor in these movements.

#### ILR 534. SOCIAL PROBLEMS OF INDUSTRIALIZATION IN LATIN AMERICA

Credit three hours. Spring term. Mr. Landsberger.

An introduction to the ideologies and values, particularly concerning work; the economic and demographic problems; the major pressure groups (old élites, entrepreneurs, urban and rural working class, middle sectors, military, intellectuals) of Latin America, and to United States-Latin American relations.

#### ILR 535. POLITICS AND INDUSTRIALIZATION IN EMERGING NATIONS

Credit three hours. Fall term. Prerequisite: ILR 430 or 431, or permission of the instructor. Mr. Ahmad.

The problems and perspectives of industrialization in developing nations are studied with special reference to three related questions: (1) the methods and theories for analyzing societies undergoing fundamental transformation from the agrarian to the industrial way of life; (2) the causes, character, and direction of this revolution of modernization; (3) the role of ideologies, élites, and institutions in the modernizing process.

Selected countries of Asia, Africa, the Middle East, and Latin America are analyzed as alternative models of modernization. Attention is given to the role of labor and industrial organization, and of foreign aid in the process of development.

#### ILR 630. SEMINAR IN INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS

Credit three hours. Fall term. Prerequisite: ILR 530 or 531 or consent of the instructor. Mr. Windmuller.

Students will examine selected problems in labor relations in the light of international and comparative experience and will be expected to prepare, discuss, and defend individual research papers. Seminar topics will vary from year to year in line with student and faculty interests.

#### ILR 632. PEASANT MOVEMENTS

Credit three hours. Spring term. Open to graduate students and qualified upperclassmen with consent of the instructor. With rare exceptions, a reading knowledge of at least one relevant foreign language (e.g., German, French, Russian, Spanish, Chinese, Japanese) will be required. Mr. Landsberger or Mr. Ahmad.

After presentation and discussion of the theoretical, conceptual, and definitional problems inherent in the study of the subject, seminar members do research either on a particular movement or organization, or on some selected aspect of the topic, e.g. role of peasant organizations in some recent agrarian reform legislation; place of religion in peasant movements.

#### ILR 699. DIRECTED STUDIES

Credit to be arranged. Fall and spring terms.

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

*Attention is also called to courses in other I.L.R. departments which may be useful in fulfilling requirements for the minor in international and comparative labor relations: ILR 440, Labor Force Analysis and Manpower Economics, Mr. Aronson; ILR 645, Comparative Economic Systems: Soviet Russia, Mr. Clark; ILR 641, Comparative Social and Labor Legislation, Mr. MacIntyre or Mr. Slavick.*

## Labor Economics and Income Security

#### ILR 540. LABOR ECONOMICS

Credit three hours. Fall and spring terms. Required of graduate students majoring or minoring in labor economics and income security and M.I.L.R. candidates. Not normally open to undergraduates. Prerequisite: Economics 103-104 or equivalent. Enrollment limited to twenty students each term. Mr. Aronson and other members of the department.

Economic issues in the employment and compensation of labor. Topics discussed include labor force growth and composition, structure and functioning of labor markets, unemployment, wage theories, wage levels and structures, the economic influence of unions, income distribution, the problem of poverty.

#### ILR 542. DEVELOPMENT OF WAGE THEORY

Credit three hours. Fall term. Mr. Tolles.

Intensive consideration of the original texts of leading wage theorists from Adam Smith to J. B. Clark. The logic used by each of the authors is analyzed in the light of the varying problems they perceived, the doctrines each of them advocated, and the consequent relevance of each theory to present-day wage-employment problems.

#### ILR 543. CONTEMPORARY WAGE THEORY

Credit three hours. Spring term. Open to graduate students who have completed ILR 540 or its equivalent. Mr. Ferguson.

Discussion of modern wage and employment theories. Emphasis is placed upon developing the analytical skill of the student, rather than coverage of subject matter.

#### ILR 544. SOCIAL SECURITY AND PROTECTIVE LABOR LEGISLATION

Credit three hours. Fall term. Required of graduate students majoring or minoring in labor economics and income security, and M.I.L.R. candidates. Mr. Slavick.

The fundamental aspects of employee protection and income security. Emphasis will be placed upon state and federal minimum wage and hour laws, health and safety legislation, employee benefit programs, and the social insurances. The underlying causes of the legislation, as well as the legislative history, the administrative problems and procedures, and the social and economic impact of the legislation will be studied. Efforts of unions, employers, and government in the establishment of labor standards will also be considered.

#### ILR 546. ECONOMICS OF MANPOWER

Credit three hours. Fall term. Prerequisites: Economics 103-104 or equivalent. Open to qualified undergraduates. Mr. Aronson.

Analysis of the economic, demographic, and socio-cultural factors involved in the development and internal dynamics of an industrial labor force. Comparisons of experience in developed and developing countries used extensively to illuminate such topics as labor force structure, behavior of employment and unemployment, migration and mobility, labor productivity, and manpower policies. Applications to such areas as personnel administration, employment security, and industrial training developed through discussion of student papers.

#### ILR 641. COMPARATIVE SOCIAL AND LABOR LEGISLATION

Credit three hours. Spring term. Mr. MacIntyre.

The seminar is designed as a comparative study of social and labor legislation in the United States and foreign countries. Emphasis will be given to the economic and social conditions which promote legislation and the effects of the laws on the economy of the nation and the structure of industry. Research reports, lectures, and discussion of legislation under consideration.

**ILR 644. CURRENT ISSUES IN ECONOMIC SECURITY**

Credit three hours. Fall term. Mr. MacIntyre and Mr. Slavick.

An examination of issues arising in government, union, and management programs providing protection for income and essential welfare services. Economic and administrative problems and interrelationships of private and public plans will be studied. A seminar with readings, research reports, discussions, and occasional lectures.

**ILR 645. COMPARATIVE ECONOMIC SYSTEMS: SOVIET RUSSIA**

Credit three hours. Fall and spring terms. Open to undergraduates with permission of the instructor. Prerequisite: ILR 445. Mr. Clark.

Preparation and discussion of individual papers on selected topics concerning the Soviet economy.

**ILR 647. SEMINAR IN LABOR ECONOMICS**

Credit three hours. Spring term. Mr. Tolles.

Preparation, defense, and group discussion of individual papers on selected topics in labor market economics. Each individual topic, subject to approval of the seminar group, will involve an analysis of some specific problem, policy, theory, or relationship as selected by the individual student.

**ILR 648, 649. SEMINAR IN LABOR ECONOMICS**

Credit three hours each term. Fall and spring terms. (Also listed in the *Announcement of the College of Arts and Sciences* as Economics 641, 642.) Mr. Galenson and Mr. Hildebrand.

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

**ILR 699. DIRECTED STUDIES**

Credit to be arranged. Fall and spring terms.

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

**LIBRARY**

"It will be essential to develop at the earliest possible moment a comprehensive library, both of standard works and periodicals and of documentary materials." (Board of Temporary Trustees of the New York State School of Industrial and Labor Relations, 1945.)

An evaluation of the resources of the School library indicates that this objective has been achieved and that the library can be considered one of the major industrial relations collections in the country. Serving all phases of the School program, it combines the functions of an undergraduate college library, a highly specialized research library, a public information center, and a center for the collection and organization of documentary materials in the field. Its collection includes more than 80,000 volumes and more than 80,000 pamphlets and it regularly receives periodicals, labor union journals, business and industrial publications, press releases, and labor-management services. Important col-

lections of noncurrent books and documents have been acquired and additional materials are constantly being added.

Documentary materials provide original sources of data and offer opportunity for laboratory work by the student as well as furnishing resources for research by the staff. An integral part of the library is its Labor-Management Documentation Center which has responsibility for extensive files of published and unpublished documents and records of unions and other organizations, personal papers of people active in the field, collections of documents from selected dispute cases and other similar materials.

In order that the student may acquire facility and confidence in research methods and in the use of published and unpublished material, guidance and reference services are made available to all students on an informal and personal basis. Restrictions in the use of library materials by students have been kept to a minimum, and the aim of the School has been to provide whatever the student may need in connection with his work as quickly as possible without discouraging barriers.

Through the Extension and Public Service Division, books, pamphlets, and other materials are sent to extension classes throughout the state. Similar material is provided for on-campus conferences and in connection with the School's international program.

Information service by mail to groups and individuals in New York State is a growing function of the library. As a part of this service the library publishes a monthly *Acquisitions List* of recent publications, and loans books and documents to individuals and organizations in New York State. Through the extension of specialized library service beyond the limits of the Cornell campus, it contributes to the accomplishment of one of the School's principal aims—the dissemination of authoritative information for the better understanding of the problems in industrial and labor relations.

## UNIVERSITY SUMMER SESSION

The School of Industrial and Labor Relations, in conjunction with the Cornell University Summer Session, offers credit courses designed primarily to meet the needs of persons in industry, labor, government, and education. Both undergraduate and graduate instruction is available in courses usually of six weeks' duration.

The *Announcement of the Summer Session* and application forms for admission will be available in the spring of 1968 from the Office of the Summer Session, Room B-20, Ives Hall. In order for a student to become a candidate for an advanced degree at Cornell University, he must apply for admission not only to the office of the Summer Session but also to the Dean of the Graduate School. The nature of summer offerings in the graduate Field of Industrial and Labor Relations virtually precludes beginning a graduate degree program in the Summer Session.

Dates for the six weeks' Summer Session in 1968 are June 26 through August 9. Descriptions of Industrial and Labor Relations course offerings will be available in the *Announcement of the Summer Session*, together with information concerning registration, tuition, and fees.

## PUBLICATIONS AND SCHOOL RELATIONS

The School publishes two monograph series, *Cornell Studies in Industrial and Labor Relations* and *Cornell International Industrial and Labor Relations Reports*, plus a paperback series, a bulletin series, and *ILR Research*, a periodical which presents brief reports for the layman on faculty and graduate student research findings.

The School also publishes the *Industrial and Labor Relations Review*, a quarterly professional journal. The journal carries articles, discussions, book reviews, and other items of interest to both laymen and students concerned with a wide range of labor-management problems.

Inquiries concerning the School's publications may be addressed to the Division of Publications. Requests to be placed on the mailing lists for the *List of Publications* will be welcomed and should be addressed to the Distribution Center of the School.

## RESEARCH DEVELOPMENT

The research activities of the School deal with the preparation of teaching materials and with basic and applied problems in the field of industrial and labor relations. Most members of the on-campus teaching faculty are involved in research. The projects cover a wide range of topics, reflecting the diversity of interests and educational backgrounds of the faculty. Graduate students have an opportunity in some instances to work with faculty members on projects of mutual interest as research assistants or as degree candidates working on theses. Some examples of major projects under way are:

Labor-management relationships in the public sector. Professors Kurt Hanslowe, Walter Oberer, Robert Doherty, George Brooks, Alice Cook, Jean McKelvey, and Ronald Donovan.

Mobility profiles of workers in low- and high-wage industries and sectors, 1959-1963. Professor George Hildebrand.

Adaptation of occupational role change. Professor Harrison Trice.

A study of change in Peruvian communities. Professors William Whyte and Lawrence Williams.

An interdisciplinary study of the American presidency and labor. Professor Gerd Korman.

Research interests of the School in international and comparative projects were recognized several years ago by establishment of an Institute of International Industrial and Labor Relations. Under the direction of Professor Walter Galenson, the Institute in 1967-1968 will inaugurate a series of seminars on international labor affairs, each one featuring an expert drawn from outside the Cornell community. It is hoped that the Institute will help stimulate interest in, and research on, foreign practices in the labor and social sphere, in line with the objectives of the recently enacted United States International Education Act. The Institute plans also to work cooperatively with other organizations, governmental, nongovernmental, and international, to the end of helping pinpoint some of the obstacles to economic development of the poorer nations, and suggesting measures to overcome those obstacles.

Information about these projects and other research activities may be obtained from the professors in charge or from the Division of Research Development. Inquiries from prospective graduate students concerning the availability of research assistantships and fellowships should be addressed to the Office of Resident Instruction.

## EXTENSION AND PUBLIC SERVICE

The Extension and Public Service Division provides educational services without college credit for labor, management, government, civic, educational, and community groups throughout New York State. Programs conducted to meet the specialized needs of such groups are usually concerned with basic issues and developments in the field of labor relations. They deal with subjects of significant social consequence, including critical issues confronting the political economy of our country, as well as with topics relating to purposes and methods of industrial and labor relations programs and practices.

Extension programs may include topics such as responsibilities of employers, unions, and communities for manpower development and training; the function of education and training programs in dealing with problems of unemployment, of automation, of depressed areas; and human relations and employee relations. Some may emphasize problems of union democracy; labor's public responsibility; and unions and community affairs, foreign affairs, and economic life. Collective bargaining subjects include the nature and structure of collective bargaining; grievance handling; labor arbitration; collective bargaining and management rights; and the impact of the economic climate and of government on collective bargaining. The Division offers programs for industrial and labor relations practitioners in areas such as effective supervision, techniques of training, executive development, labor legislation, and the history, structure, and functioning of labor unions.

Participating in the School's adult education programs are persons of differing backgrounds and needs such as executives and foremen, gov-

ernment administrators and supervisors, union officers and stewards, hospital administrators, engineers, members of professional associations, and social studies teachers. One of the important functions of the School is to help labor and management groups to develop and conduct their own educational programs. The Extension and Public Service Division also assists in teacher training and in the preparation of instructional materials. Correspondence courses are not offered.

To conduct its adult education program the School appoints teachers from Cornell University, from other educational institutions, from business, industry, labor, government, and the professions. Special effort is made to match the teacher's training, experience, teaching methods, and personality with the interests and levels of experience of the students in the group served.

Extension programs are held in communities throughout New York State as well as on the Cornell University campus. They vary in length. Some are made up of eight or ten weekly sessions of about two hours each; others are of several days' duration, a week, or several weeks' duration; some courses may be scheduled for weekly sessions for twenty or thirty weeks.

Many extension programs, teaching materials, and services are provided without cost. A charge is made when unusual expenses for teaching, teaching materials, or rentals are involved. Charges are sometimes made for extensive and experimental programs or when substantial services are provided for the same organization.

The School has the following district extension offices:

*Ithaca:* [To be appointed], Director, Central District  
New York State School of Industrial and Labor Relations, Cornell  
University

Ithaca, New York 14850  
Phone: Area Code 607 275-4401

*Albany:* William A. Toomey, Jr., Director, Capital District  
Room 1212, 11 North Pearl Street  
Albany, New York 12207

Phone: Area Code 518 HOBart 5-3518

*Buffalo:* Richard K. Pivetz, Director, Western District  
Room 225, 120 Delaware Avenue  
Buffalo, New York 14202

Phone: Area Code 716 842-4270

*New York City:* Dr. Lois S. Gray, Director, Metropolitan District  
7 East 43rd Street

New York, New York 10017  
Phone: Area Code 212 OXford 7-2247

Persons interested in the extension services of the School should address their inquiries to Dr. Robert F. Risley, Assistant Dean for Extension and Public Service, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York 14850.

## ON-CAMPUS SPECIAL PROGRAMS

Throughout the year the School conducts noncredit educational programs on the Cornell University campus for practitioners in the field of industrial and labor relations. Conferences, institutes, workshops, and seminars are conducted for periods ranging from one or two days to six weeks. Some programs are developed in consultation with particular groups to meet the needs of such groups; others are offered by the School for general enrollment.

During the past year programs covered a wide range of interests and included a week-long educational conference for the International Brotherhood of Electrical Workers and a workshop of similar length for training specialists throughout the country. Among programs planned for 1967-68 are:

- Labor-Management and the Public Interest
- Educational Conference for United Steelworkers of America
- Management Development Seminars — New York State Department of Labor
- New York State Building Industry Conference

The School has a keen and abiding interest in the development of leadership in the various key institutions of our urban-industrial society. It offers a variety of special programs for executives, union leaders, government officials, and administrators in other public institutions.

Special announcements issued during the year call attention to additional programs for representatives of labor, management, government, and other groups interested in the field of industrial and labor relations. The School offered for the thirteenth year a series of one-week, non-credit seminars and workshops during the summer of 1967. These were designed for practitioners; consequently, each gave specific emphasis to an operational area of the field. The schedule included:

- Training Specialists Institute
- Wage and Hour Administration
- Occupational Role Change and Mental Health
- Steelworkers Educational Conference
- U. S. Department of Labor, Bureau of Employment Security  
(four-week program)

Information concerning these and other on-campus special programs may be obtained by writing to the Director of On-Campus Programs, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York 14850.

# Index of Courses

The numbering system for ILR courses and seminars, using a three-digit number, permits the identification of the level of the course in the department of the School offering the course and supplies a unique designation for each offering. Undergraduate courses are thus numbered in the 100, 200, 300, or 400 series, the first digit indicating freshman, sophomore, junior, or senior level; graduate courses are numbered in the 500 series, and graduate seminars in the 600 series.

Undergraduate students may, with the permission of the instructor, register in graduate courses and seminars. Graduate students may register directly in 500-level courses but may register in graduate seminars only with the permission of the instructor.

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