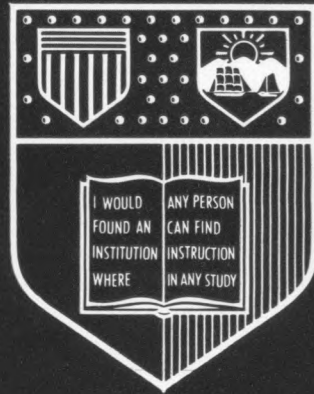
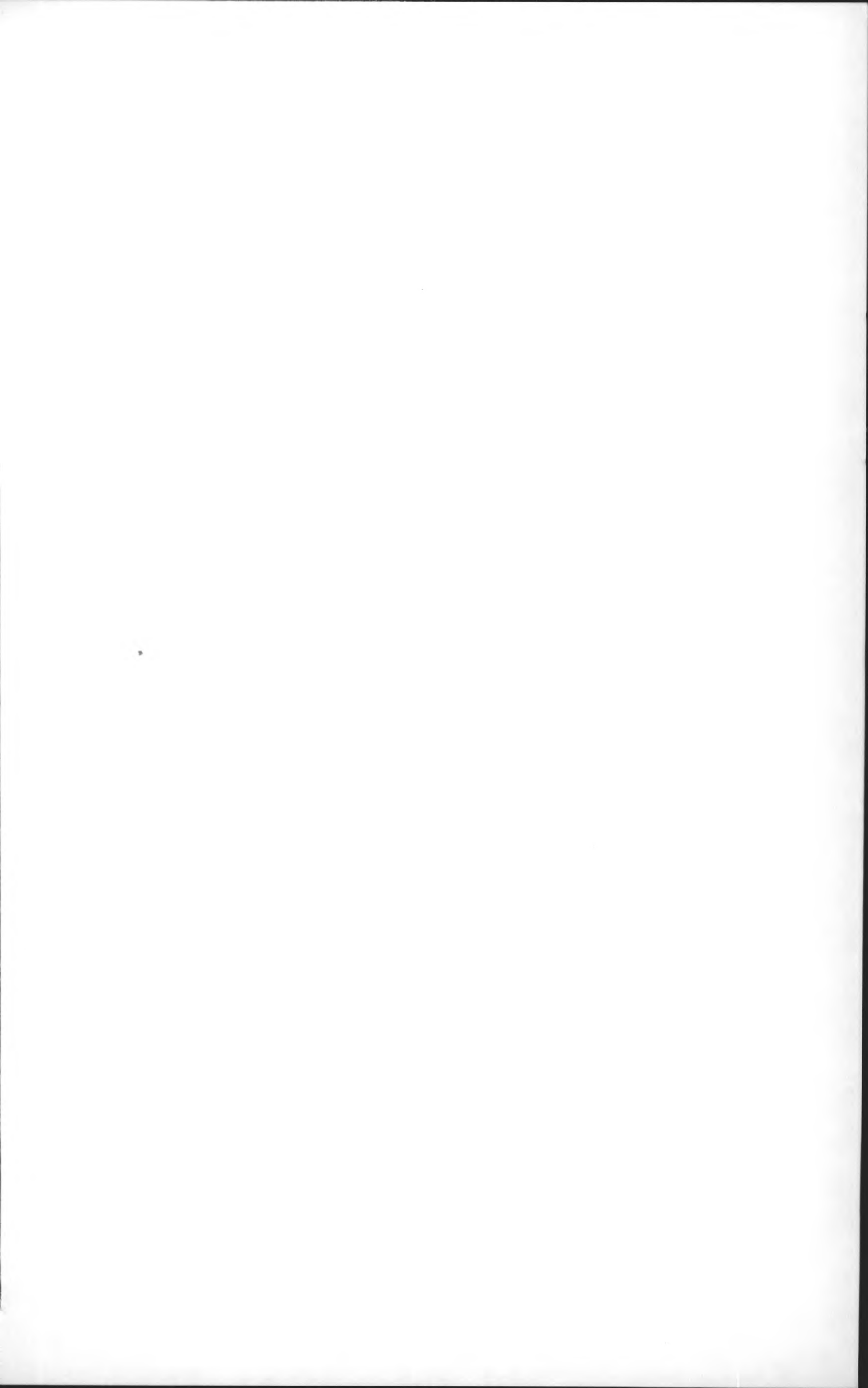


# **Cornell University Announcements**



## **Graduate Study at the New York State School of Industrial and Labor Relations**



# **Graduate Study at ILR**

## **New York State School of Industrial and Labor Relations**

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

### **Cornell University Announcements**

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# The University

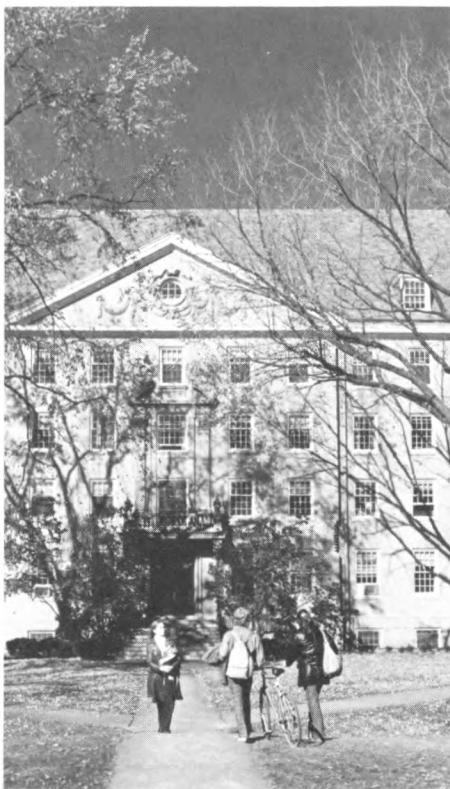
The New York State School of Industrial and Labor Relations is located at the center of the Cornell University campus in Ithaca, New York.

Since its founding in 1865 as a place "where any person can find instruction in any study", the University has been devoted to academic excellence, vitality, and diversity. Cornell is both a private Ivy League institution and the land-grant university of the State of New York, with eleven schools and colleges located at Ithaca. Together they provide a range for study that is rare on a single campus.

The Cornell campus of 740 acres is rightly celebrated for its natural beauty, situated on hills overlooking Cayuga Lake in a magnificent setting cut by deep gorges and with expansive views of the surrounding hills. As a fine university, Cornell offers first-rate academic and recreational facilities, including one of the ten largest academic library systems in the world with holdings of over 4 million volumes; excellent and easily accessible computing facilities; extensive laboratories and equipment; a spectacular new art museum. Total facilities for teaching and research include over 400 buildings of every imaginable function and design.

Ithaca itself, with a population of about 40,000, is a small city of character and charm. And beyond the campus and the city, nearby are the scenic countryside, state parks, Finger Lakes Trails for hiking,

and a ski area. With a full range of cultural and athletic activities on campus and in town, you will find here the almost unique combination of a cosmopolitan atmosphere in a rural setting.





# ILR and Cornell

## The School

The School of Industrial and Labor Relations at Cornell grew out of the turmoil and labor strife that characterized the American economy in the 1930s. It was envisioned as an institution where scholars and practitioners from such fields as economics, history, law, sociology, psychology, and government could investigate the special problems of collective bargaining, organizational behavior, labor economics, manpower planning, labor law, and social statistics. The new legitimacy of labor unions and collective bargaining called for the development of expertise on both sides of the bargaining table.

Out of the University's total enrollment of nearly 18,000 students, 600 undergraduates and 100 graduates study industrial and labor relations.

## History and Purpose

The ILR School became the first institution of its kind in the country in 1944, authorized by an act of the New York State Legislature, and began resident instruction on November 5, 1945.

After the creation of the State University of New York (SUNY) in 1948, the ILR School, as one of the four state-supported units at Cornell, became an integral part of SUNY as well.

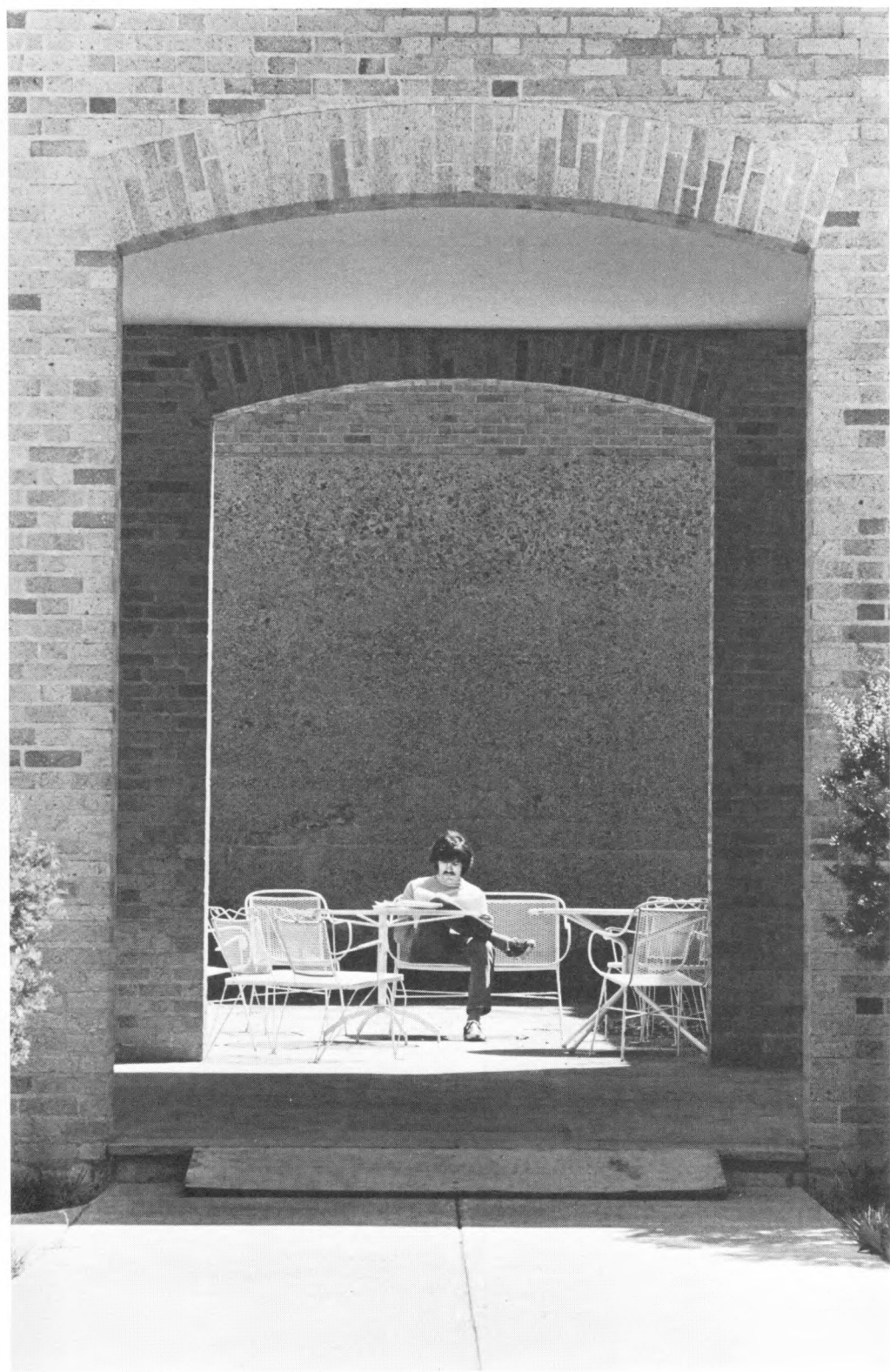
The ILR School operates with five units: (1) undergraduate and graduate resident



instruction, (2) extension and public service, (3) research, (4) publications, and (5) library. It provides instruction on campus to students preparing for careers in the field. Men and women already working in industrial relations and the general public take classes through the Extension and Public Service Division, which has five regional offices throughout the state.

The School's Research Division develops materials for resident and extension teaching and supports studies in the ILR field. The Publications Division publishes and distributes these and other research findings. ILR faculty members also publish articles in various professional journals. The library's collection of current documents in the industrial and labor relations field is larger than that of any other university library.







# Graduate Study in ILR

Graduate students may study for the degree of Master of Industrial and Labor Relations (M.I.L.R.), or for the Master of Science (M.S.) and Doctor of Philosophy (Ph.D.) degrees.

Graduate study at Cornell, which is organized by fields rather than departments or schools, is intended to integrate faculty and students throughout the University along lines of common interest. Although graduate students will have most of their study in the ILR School, they have ready access to other courses and facilities at Cornell. They draw most frequently on the Departments of Economics, Government, History, Psychology, and Sociology, and on the Law School and the Graduate School of Business and Public Administration.

Since progress in graduate study depends to a great extent on the individual student's background, no course requirements are imposed by the Graduate School, except for those students in the M.I.L.R. program. Each M.S. or Ph.D. degree candidate develops his or her program under the direction of a Special Committee of graduate faculty members chosen by the student. Each student has the chance to select courses on the basis of previous academic background and specific career interests. Such a "tailor-made" program may include courses offered in any department or college of the University.

## Research

Graduate students frequently have the opportunity to work with faculty members in research activities dealing with a variety of problems. Some examples of current major projects are:

Labor-management relationships in the public sector: Professors Doherty, Donovan, Ehrenberg, and Hanslowe.



*Left, a graduate student finds solitude in the ILR School courtyard. Above, a scene in the graduate lounge.*

Worker alienation, job satisfaction, and productivity: Professors Dyer, Gruenfeld, Lipsky, McKersie, and Trice.

Leadership and power in complex organizations: Professors Bacharach, Gruenfeld, Hammer, and Rosen.

Productivity, bargaining, and income policies: Professors Galenson, Hildebrand, and McKersie.

Evolution of NLRB policy and administrative procedure: Professor Gross.

Labor participation in Peru: Professors Whyte and Williams.

Social problems in industrial organizations: Professors Trice and Wasmuth.

Collective bargaining strategies and effects: Professors Dyer and Kochan.

Comparative industrial and labor relations systems: Professors Clark, Galenson, Whyte, and Windmuller.

Evaluation of manpower training systems: Professors Aldrich, Aronson, and Foltman.

Internal structure of unions: Professors Kochan and Keeran.

Cross-cultural studies and organizational behavior: Professors Gruenfeld, Whyte, and Williams.

Farm labor research: Professor Daniel.

Women in work roles: Professors Farley and Miller.

Community factors and industrial conflict: Professor Stern.



*Below, students at a remote terminal in the School feed research data into the central University computer.*



Motivation of work forces: Professors Hammer, Gruenfeld, and Rosen.

The Research Division can supply additional information about these projects. Prospective graduate students with inquiries concerning research assistantships and fellowships should write to the Office of the Graduate Faculty Representative.

## Extension and Public Service

Extension programs are offered with and without college credit for labor, management, government, civic, educational, and community groups throughout New York State.

Some graduate students work with the extension staff and clientele as extension interns. This work may involve conducting research, developing teaching materials, and participating in the division's adult education programs.

*Left, Prof. Tove Hammer explains a point after a class session. Below, Prof. Samuel B. Bacharach talks with two graduate assistants in his office.*

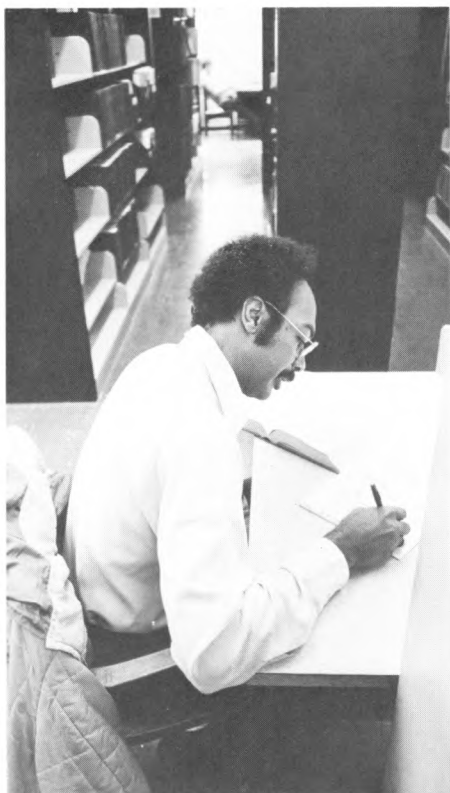
## Publications

The ILR School is a major publisher of industrial and labor relations materials. Its quarterly professional journal, *Industrial and Labor Relations Review*, is widely recognized in the field.

*Cornell Studies in Industrial and Labor Relations* and *Cornell International Industrial and Labor Relations Reports* are the School's two monograph series. Other publications are bibliography, paperback, and lecture series; technical monographs; a bulletin series; *Key Issues* reports summarizing material of interest to practitioners in the field; public employment relations monographs, occasional papers, and conference reports; reprints of articles by the faculty; and a student journal called *Industrial and Labor Relations Forum*.

The Publications Division, in addition to answering inquiries on these items, can place your name on a mailing list to receive announcements of new publications or a publications catalog.





## Library

The ILR School's Martin P. Catherwood Library has the most extensive collection of industrial and labor relations materials of any university library in the world: more than 100,000 volumes and 90,000 pamphlets. It serves as an undergraduate college library, a graduate research library, a public information center, and a center for the collection and organization of documentary materials.

Through its Labor-Management Documentation Center, the library maintains extensive files of collective bargaining agreements, pension plans, arbitration awards, labor legislation, legal documents, and other published and unpublished information. This unit of the library now has more than 7 million original documents, all available to students.

Graduate students have full access to all the University's libraries, with combined holdings that total more than 4 million volumes.

*The School's library includes more than 7 million original documents in the Labor-Management Documentation Center.*



## Admissions

It is the policy of Cornell University actively to support equality of educational opportunity. No student shall be denied admission to the University or be discriminated against otherwise because of race, color, creed, religion, national or ethnic origin, or sex. The University does not discriminate against qualified handicapped persons in its admissions or recruitment activities.

Candidates for advanced degrees in the Field of Industrial and Labor Relations are admitted to the Graduate School on the basis of their previous academic preparation and recommendations from teachers. Interviews are not required. Application forms are available from the Graduate School.

Completed applications should be returned to the Graduate School by February 1 for September admission, and by November 1 for January admission. Although late applications are accepted, delay reduces the possibility of admission and financial aid. For fellowship consideration, candidates need to complete applications by January 15.

Candidacy for the master's degree in ILR is normally open to students who have had preparation in one or more of the social sciences at the undergraduate level. An applicant for the Ph.D. program 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, or statistics.

Applicants for any of the degrees may occasionally be recommended for admission as provisional candidates. Provisional candidacy is appropriate where it is initially difficult to appraise the qualifications of a candidate but where there is promise of ability to complete the program successfully.

When staff and facilities are available, a limited number of persons may be admitted as noncandidates for a period of 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 an ability to benefit from it.

Applicants are required to submit the results of their Graduate Record Examinations Aptitude Test (GRE). Other tests, such as the Graduate Study in Business Test and the Law School 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. Since results of the GRE may not be available for at least a month after the test is taken, applicants are advised to take the test well in advance of the application deadline.

Applicants for whom English is a second language need not take the GRE, but are required to submit results of either the Test of English as a Foreign Language or the Michigan English Language Test. Details on these examinations appear in the *Announcement of the Graduate School*.

## Expenses

Current tuition for graduate students in ILR is \$1100 for each academic term, payable within the first ten days of the semester. The *Announcement of the Graduate School* outlines further information concerning payment, refunds, and other fees.

The amount, time, and manner of payment of tuition, fees, or other charges may be changed at any time without notice.

It is difficult to estimate living costs, since they depend to a great extent on the individual's standard of living. However, single graduate students spend approximately \$4,000 per year, and married students at least \$5,000.

## Graduate Assistantships

The position of graduate assistant in the ILR School provides the student with a full tuition waiver, plus a monthly stipend of approximately \$330, depending on the

number of graduate terms completed and assistantship experience. In return, the student can expect an average weekly work assignment of fifteen hours in connection with instruction, research, extension programs, or the library.

Assistants may be appointed for an academic term or year.

## Scholarships and Fellowships

The Cornell University Graduate School administers a number of general scholarships and fellowships for which ILR students are eligible.

All fellowships and scholarship awards are made as tax-exempt gifts and normally include a waiver of tuition. Applicants who desire financial aid consideration must so indicate on their admissions applications.

The ILR School annually awards a few tuition scholarships to promising graduate students who do not hold assistantships. ILR students also are eligible for the following restricted fellowships:

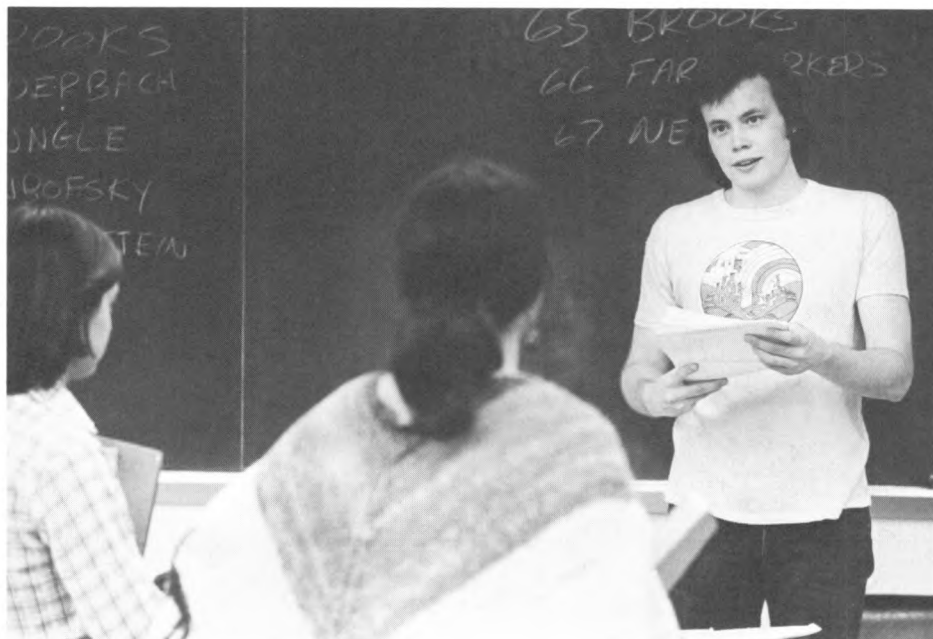
Alcoa Foundation Fellowship  
Dorothy Funt Memorial Fellowship  
Industrial and Labor Relations Graduate Fellowship  
Theodore S. Lisberger Memorial Scholarship  
Frances L. Perkins Memorial Fellowship

## Professional Opportunities

Most people with graduate degrees from the ILR School follow careers in business and industry, organized labor, government, or education.

Jobs in business usually involve such areas as employment, training, wage and salary administration, employee services and benefits, safety, labor relations, public relations, or research. In organized labor, jobs may be in the line structure of the union, such as organizing, or in technical staff functions, such as research, public relations, and educational work.

Graduates who choose to work for municipal, state, or federal government agencies may find positions as administrative assistants, industrial relations assistants, personnel technicians, econo-





mists, technical aides, or research associates. Some qualify to enter the foreign service (Department of State) or obtain assignments with such agencies as the Tennessee Valley Authority, the Atomic Energy Commission, the National Labor Relations Board, the Department of Labor, and the Federal Mediation and Conciliation Service.

Many students find effective use for their training in public service agencies such as hospitals; in research organizations, trade associations, and chambers of commerce; or in municipal administration.

Many Ph.D. degree recipients are on the faculties of major universities and colleges, most often in the departments of economics, sociology, psychology, and management, or in schools of business administration and labor relations.

The ILR School operates a full-time placement service for students and alumni. The placement officer in the Office of Special Programs and School Relations communicates with several hundred recruiters from industry, labor, and all levels of government. About one hundred of these recruiters come to the campus each year to interview interested students. The placement services of the Cornell Career Center are also available to ILR students.

## Housing

Single graduate students who wish to live on campus may apply for University housing through the Student Housing Office.

The largest of these single graduate student dormitories is Sage Graduate Center, home to 190 men and women. It is situated in the center of the campus and has its own cafeteria. Cascadilla Hall, located just inside the southwest entrance to the campus, houses approximately 150 graduate men and women. Thurston Court, with space for 26 students, is a

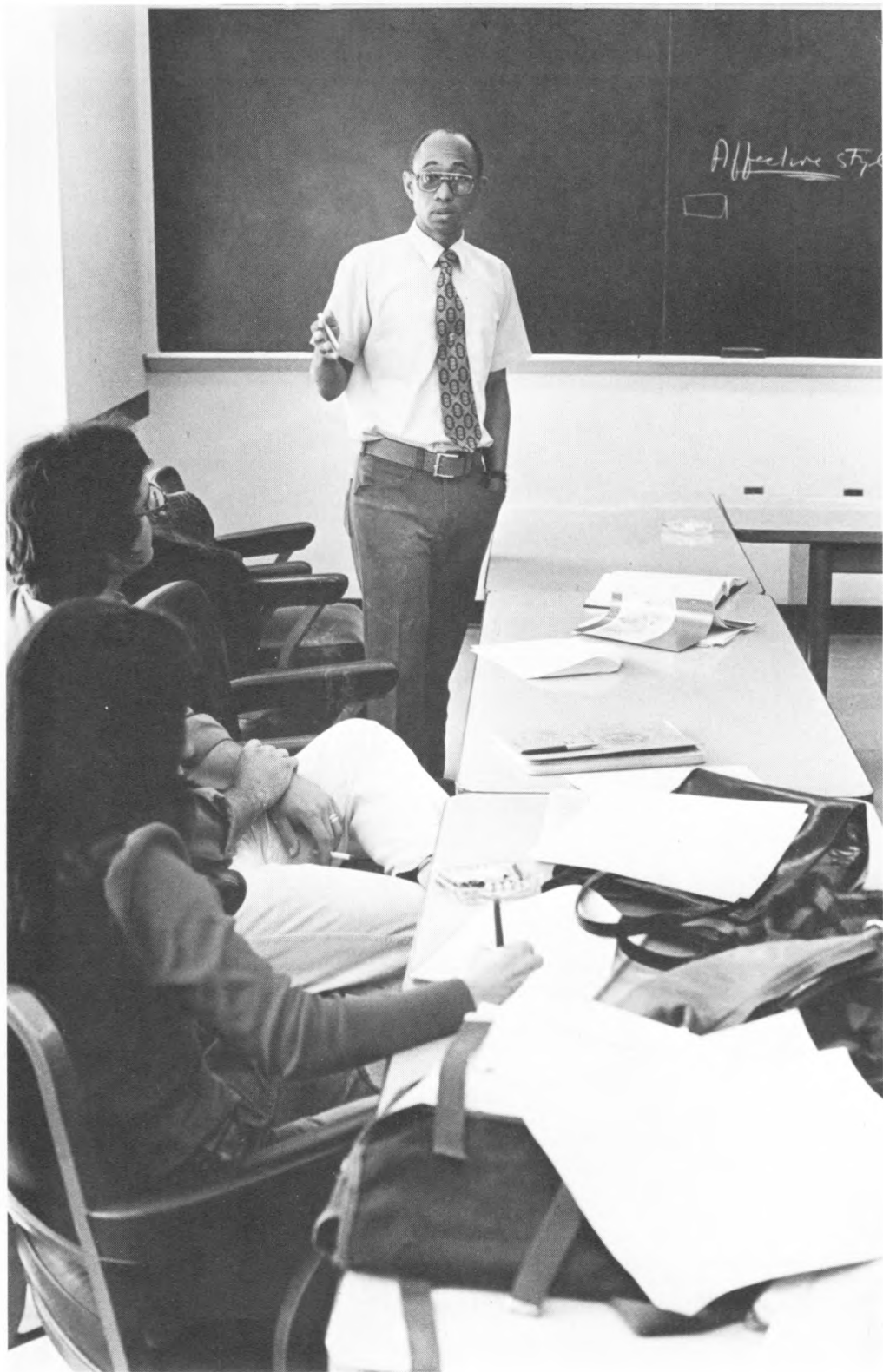
small apartment building just north of Fall Creek Gorge on Thurston Avenue.

Cornell maintains unfurnished apartments for 420 student families at Cornell Quarters, Pleasant Grove Apartments, and Hasbrouck Apartments. Students may contact the Hasbrouck Housing Office for further information and application forms.

Information about off-campus housing is available from the Department of Student Housing, 223 Day Hall. Lists of apartments for rent are not prepared because the housing situation changes daily. Students are advised to make an early visit to Ithaca to find off-campus housing.



Left, a graduate assistant discusses an assignment with a class. Right, bulletin boards provide an index to activities and concerns at the ILR School.



# Graduate Degree Requirements

Residence requirements for the various degrees are calculated in units: one residence unit is one regular academic term of full-time study.

A minimum of two units of satisfactory residence for a master's degree and six for a Ph.D. degree has been established by the Graduate School. Four residence units are normally required for the M.I.L.R. degree.

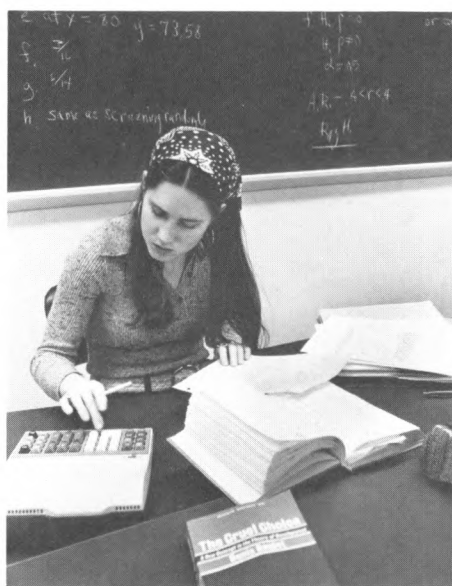
## The Special Committee

Practically all courses, research work, and projects for each graduate student are determined by the degree candidate in consultation with his or her Special Committee.

The student first selects the Special Committee chairperson, representing the major area, who can then suggest appropriate minor areas and faculty members who might serve as minor committee members.

Because it is difficult to get to know all faculty members in a major department in a few days, degree candidates are allowed to have an adviser appointed for them for the first semester. Nearly all students make appointments with various faculty members during their first few days on campus, and also obtain recent publications by the faculty so as to become familiar with their work.

Only some of the students will have formed a committee before starting classes. Even so, a student's selection of courses need not be hampered during the



first semester. Although formal registration precedes the beginning of classes, students do not actually enroll in courses until after two weeks of class activity. This interval allows students to attend a few sessions of several courses and then select the three or four they will actually take.

Because schools usually do not prepare undergraduates in industrial and labor relations, none of the basic graduate courses at the School assumes any prior knowledge of the subject.

## The M.I.L.R. Degree

The four-semester program leading to the M.I.L.R. degree is particularly suitable for students who have limited prior course work in the field and who anticipate employment in business, labor organizations, or government. Candidates for this degree study under the direction of an assigned or selected faculty adviser.

More structured than the other graduate degree programs, this program requires the satisfactory completion of fourteen courses, eight of which are determined by the School:

- ILR 700, Collective Bargaining
- ILR 701, Labor Relations Law and Legislation
- ILR 702, Labor Union History and Administration
- ILR 710, Introductory Statistics for the Social Sciences
- ILR 720 or 721, Organizational Behavior I and II
- ILR 740, Labor Economics
- ILR 741, Social Security and Protective Labor Legislation
- ILR 760, Personnel Management

Candidates may be exempted from one or more of these required courses by demonstrating competence to the department concerned. The six electives may be selected from within the School or from other sections of the University.

A special M.I.L.R. program exists for candidates possessing a law degree. This program requires two semesters of residence. Seven of the eight basic courses in the M.I.L.R. curriculum are required and one elective.

## Master of Science

Students who have already developed a specific interest within the ILR field may pursue more concentrated work through the M.S. program. M.S. candidates undertake specialized study in a major and minor subject and complete a thesis in the major field.

Major subjects are collective bargaining, labor law, and labor history; economic and social statistics; international and

comparative labor relations; labor economics; organizational behavior; and personnel and human resource management.

The candidate's minor subject may also be selected from this list, or from other subjects taught at the University and approved as minor fields by the Graduate School.

Each candidate for the M.S. degree works under the direction of his or her Special Committee, composed of two faculty members—a chairperson from the major department of study and the other member representing the minor area—selected by the student.

Other details concerning the M.S. degree are described in the *Announcement of the Graduate School*.

## Doctor of Philosophy

A student in the Ph.D. program works under the direction of a Special Committee of three faculty members chosen by the student. Requirements set by the Graduate School for the Ph.D. degree include six units of residence credit at the graduate level; satisfactory work in the major and two minor subject areas as determined by the student's Special Committee; successful completion of the Admission to Candidacy examination, to be taken before the start of the seventh residence unit; and submission of a satisfactory dissertation.

The Field of Industrial and Labor Relations has set the following additional requirements: completion of a master's degree program (waived in cases of unusual promise); a qualifying examination before the end of the first semester to review the candidate's academic preparation and determine a course of study; selection of one of the two required minors from *outside* the ILR field; and acquisition of teaching experience during graduate study.

Further information appears in the *Announcement of the Graduate School*.

## M.S. and Ph.D. Major and Minor Subjects

Candidates for M.S. and Ph.D. degrees engage in a considerable amount of independent study. The following subject requirements, therefore, are intended as minimum expectations and as a basis for further investigation.

*Collective Bargaining, Labor Law, and Labor History:* A Ph.D. candidate majoring in this subject 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) the methods and implications of different forms of dispute settlement, both private and governmental; (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; and (10) research methodology. For (10), a specific course, either ILR 723 or an acceptable substitute, will be required; ILR 703 is strongly recommended.

For a Ph.D. candidate minoring in this subject (1), (3), (4), (5), (6), and (7) are required.

For a M.S. candidate majoring in this subject (1), (4), (5), (6), (7), and (10) are required.

For a M.S. candidate minoring in this subject (1), (4), and (5) are required.

*Economic and Social Statistics:* The requirements for candidates majoring and minoring in this subject are the same, but major candidates need a more advanced knowledge. Students must show (1) thorough understanding of the principles of statistical reasoning, including such mathematical statistics as required for their development; (2) proficiency in the

use of statistical methods and in the processing of statistical data; and (3) competence in applying the proper statistical tools of analysis to a specific topic in economics or social studies.

*International and Comparative Labor Relations:* Students electing this subject are expected to acquire a thorough knowledge of labor problems in at least one specific country or area other than the United States. They must show an understanding of (1) the development and current role of labor movements in countries in various stages of industrialization; (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 in industrialized and less developed countries; (4) problems of employment and wage determination in mature economies and in countries undergoing rapid economic change; and (5) the role of international organizations having a special concern for labor problems.

Ph.D. candidates will also be required to demonstrate a working knowledge of a foreign language. Explicit major and minor requirements are set by the student's Special Committee.

*Labor Economics:* To major in this subject, the candidate must have (1) comprehensive knowledge of historical development and current issues in the area of employment and income; (2) skill in quantitative and qualitative 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; and (5) familiarity with income and employment problems and related legislation in selected foreign countries.

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

*Organizational Behavior:* The field involves analysis of human behavior in organizations, with emphasis on individual human behavior, organizations in society, and industrial society. The pro-

gram of study reflects behavioral science disciplines with emphasis on organizational problems.

Ph.D. candidates majoring in this subject take a departmental examination after completing two semesters of study that include research methodology. Otherwise, the basic requirements for majors and minors are the same, except that majors are expected to demonstrate a more advanced knowledge.

Graduate students majoring or minor-ing at the master's or doctoral level in the area of organizational behavior will normally complete the core offering in this area, ILR 720 and 721, Organizational Behavior I and II. Depending upon the nature of the program of the individual student, both courses may be taken in the same term, or in different terms with either course preceding the other. In addition, graduate students majoring in organizational behavior will normally take ILR 723-724, Behavioral Research Theory, Strategy, and Methods I and II and an appropriate statistics course. Further details on Ph.D. requirements are included in the department's annual brochure.

*Personnel and Human Resource Management:* This field involves analysis in the public and private sectors of manpower functions, policies, and problems; and analysis of programs designed to prepare persons for employment or to reduce disadvantages in the labor market. Manpower studies concentrate on the processes of planning and forecasting a work force; recruiting and selecting men and women for employment; training and developing individuals and groups; compensating, counseling, and appraising performance; career planning; managing a work force; and monitoring and evaluating public and private manpower activities. Study in this subject also involves analysis of jobs, organizations, technological factors relating to employment, employer-employee relations, public and private manpower institutions, and factors relating to employee motivation and organizational productivity.

The department offers essentially two programs of study preparing students (1) for research and work in personnel administration (that is, human resources, development, organization development, manpower planning and staffing, or what, more traditionally, was called the personnel or employee relations function at the micro or organizational level), and (2) for research and work in the public manpower field, including policy and practice. All students are required to have a basic knowledge of public manpower policies and programs and of personnel administration within a work organization, but majors can concentrate their work in either the public or the private side of the field.

For a major, the candidate must demonstrate (1) knowledge of historical foundations, significant legislation, and current issues in manpower; (2) knowledge and skill in planning, analyzing, administering, and evaluating public and private manpower activities; (3) ability to recognize, investigate, and analyze manpower problems using appropriate research methods and statistical techniques; and (4) in-depth knowledge of the literature and sources of information in this field.

For a minor, the required knowledge and competence are less comprehensive than for a major.

*Industrial and Labor Relations Problems:* This subject is available only as a minor to graduate students in fields of study other than industrial and labor relations. In order to prepare for a minor in this field, candidates will normally complete three to five courses to gain a general understanding of the ILR field.



# Courses

All academic courses of the University are open to students of all races, religions, ethnic origins, ages, sexes, and political persuasions. No requirement, prerequisite, device, rule, or other means shall be used by any employee of the University to encourage, establish, or maintain segregation on the basis of race, religion, ethnic origin, age, sex, or political persuasion in any academic course of the University.

## **Collective Bargaining, Labor Law, and Labor History**

R. Donovan, chairman; D. Cullen, C. Daniel, R. Doherty, H. Finch, M. Gold, J. Gross, K. Hanslowe, G. Hildebrand, R. Keeran, M. Kelly, T. Kochan, G. Korman, D. Lipsky, R. McKersie, J. Morris, P. Ross, J. Windmuller.

### **301 Labor Union Administration.**

Fall or spring. 3 credits. Prerequisites: 100 and 201. C. Daniel, R. Keeran, G. Korman, J. Morris.

### **302 History of American Industrial Civilization Since 1750.**

Fall. 4 credits. G. Korman.

### **303 Research Seminar in the Social History of American Workers.**

Fall. 4 credits. Open, with permission of instructor, to upperclass students who have demonstrated their ability to undertake independent work. G. Korman.

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

Fall or spring. 4 credits. Prerequisite: permission of instructor. C. Daniel, R. Keeran, G. Korman, J. Morris.

### **306 Research Seminar in the American Labor Movement and Politics.**

Spring. 3 credits. Open, with permission of instructor, to upperclass students who have demonstrated ability to undertake independent work and who have taken 101. J. Morris.

### **307 Industrial Relations Biographies.**

Fall. 4 credits. Open to juniors and seniors. Prerequisite: 100. J. Morris.

### **380 Famous Trials in American Labor History.**

Spring. 3 credits. Open to juniors and seniors. Prerequisite: 100. J. Morris.

### **381 Jewish Workers in Europe and America, 1789-1948.**

Spring. 4 credits. Open to sophomores, juniors, and seniors. G. Korman.

### **401 Collective Bargaining Structures.**

Fall. 3 credits. Prerequisite: 200. D. Lipsky.

### **406 History of the Black Worker in the United States.**

Fall. 3 credits. Prerequisite: 100. J. Gross.

**600 Advanced Seminar in Labor Arbitration.** Spring. 3 credits. Open to juniors, seniors and graduate students who have taken 602 or equivalent. J. Gross.

**601 Integration of Industrial Relations Theories.** Fall or spring. 3 credits. Open to second-year graduate students and seniors. T. Kochan.

**602 Arbitration.** Fall or spring. 4 credits. Prerequisite: for undergraduates, 200, for graduates, 700. J. Gross.

**603 Governmental Adjustment of Labor Disputes.** Fall or spring. 3 credits. Prerequisites: for undergraduates, 200, for graduates, 700. D. Cullen, J. Gross, or T. Kochan.

**604 Readings in the Literature of American Radicalism and Dissent.** Fall or spring. 3 credits. Open only to seniors and graduate students. R. Keeran.

**605 Readings in the History of Industrial Relations in the United States.** Fall. 3 credits. Open only to seniors and graduate students. Prerequisites: for seniors, 100 and 101, for graduates, 702. C. Daniel, R. Keeran, G. Korman, J. Morris.

**606 Theories of Industrial Relations Systems.** Fall or spring. 3 credits. Open only to seniors and graduate students. Prerequisites: for seniors, 100 and 101, for graduates, 702. C. Daniel, R. Keeran, G. Korman, or J. Morris.

**609 Public Policy and Labor Relations.** Fall. 3 credits. Prerequisites: one term of labor law and some course work in statistics. T. Kochan, D. Lipsky.

**650 Manpower and Collective Bargaining Problems in the Construction Industry.** Spring. 3 credits. Open to seniors and graduate students and non-ILR students with permission of the instructor. D. Cullen, F. Foltman.

**680 Problems in Union Democracy.** Fall or spring. 3 credits. M. Gold, P. Ross.

**681 Labor Relations Law.** Spring. 3 credits. Prerequisite: 201 or 701 or equivalent.

**682 Seminar in Labor Relations Law and Legislation.** Fall or spring. 3 credits. Permission of instructor required. Limited enrollment. K. Hanslowe.

**683 Special Topics in the History, Administration, and Theories of Industrial Relations.** Fall or spring. 3 credits. Prerequisites: for undergraduates, 100 and 101; for graduates, 702. C. Daniel, R. Keeran, G. Korman, or J. Morris.

**684 Employment Discrimination and the Law.** Fall or spring. 4 credits. Prerequisite: 201 or 701 or equivalent. M. Gold.

**685 Collective Bargaining in Public Education.** Spring. 3 credits. Permission of the instructor required. Limited enrollment. R. Doherty.

**686 Collective Bargaining in the Public Sector.** Fall or spring. 3 credits. Prerequisites: 201 and 200 for undergraduates, 700 and 701 for graduate students. R. Donovan, T. Kochan, P. Ross.

**687 Current Issues in Collective Bargaining.** Fall or spring. 3 credits. Prerequisite: 200 or 700. D. Cullen, D. Lipsky, R. McKersie, P. Ross.

**688 Scholarship in the History of Industrial Relations.** Spring. 4 credits. G. Korman.

**700 Collective Bargaining.** Fall or spring. 3 credits. Open only to graduate students. D. Cullen, T. Kochan, D. Lipsky.

**701 Labor Relations Law and Legislation.** Fall or spring. 3 credits. M. Gold, K. Hanslowe.

**702 Labor Union History and Administration.** Fall or spring. 3 credits. C. Daniel, R. Keeran, G. Korman, J. Morris.

**703 Theory and Research in Collective Bargaining.** Spring. 3 credits. Open to graduate students who have had 700 and 723 or their equivalents. A statistics course beyond the level of 710 desirable. T. Kochan, D. Lipsky.

**707 Research Seminar in Public Sector Collective Bargaining.** Spring. 3 credits. Prerequisites: basic familiarity with statistical analysis (correlational and multivariate techniques) and interest in theoretical and empirical research on issues related to public sector labor relations. T. Kochan, P. Ross.

**708 Industrial Relations in Health Care Institutions.** Spring. 3 credits. P. Ross.

**799 Directed Studies.** Fall or spring. Credit to be arranged. For individual research conducted under the direction of a member of the faculty.

## Economic and Social Statistics

P. McCarthy, chairman; I. Blumen, I. Francis, P. Velleman.

**310 Design of Sample Surveys.** Spring. 3 credits. Prerequisite: one term of statistics.

**311 Statistics II.** Fall. 4 credits. Prerequisite: 210 or permission of instructor.

**410 Techniques of Multivariate Analysis.** Fall. 3 credits. Prerequisite: 311.

**411 Statistical Analysis of Qualitative Data.** Spring. 3 credits. Prerequisites: 311. I. Blumen.

**610 Seminar in Modern Data Analysis.** Fall. 3 credits. Prerequisite: 311 or equivalent. P. Velleman.

**710 Introductory Statistics for the Social Sciences.** Fall or spring. 3 credits. P. Velleman.

**711 Seminar in Statistical Methods.** Fall. 3 credits. Prerequisite: 311 or equivalent.

**712 Theory of Sampling.** Fall. 3 credits. Prerequisite: calculus and at least one semester of mathematical statistics.

**799 Directed Studies.** Fall or spring. Credit to be arranged. For individual research conducted under the director of a member of the faculty.

## International and Comparative Labor Relations

J. Windmuller, chairman; M. Clark, W. Galenson, G. Hildebrand, W. Whyte.

**330 Comparative Industrial Relations Systems I.** Fall or spring. 3 or 4 credits. Prerequisite: for non-ILR students, ILR 150 or permission of instructor. W. Galenson or J. Windmuller.

**331 Comparative Industrial Relations Systems II.** Spring. 3 or 4 credits. W. Galenson or J. Windmuller.

**430 European Labor History.** Fall. 3 credits. J. Windmuller.

**630 Seminar in International and Comparative Labor Problems.** Spring. 3 credits. Prerequisite: 330 (730), or 331 (731), or permission of instructor. J. Windmuller.

**730 Comparative Industrial Relations Systems I.** Fall or spring. 3 credits. Prerequisite: for non-ILR graduate students, permission of instructor. W. Galenson or J. Windmuller.

**731 Comparative Industrial Relations Systems II.** Spring. 3 credits. Open to graduate students. W. Galenson or J. Windmuller.

**799 Directed Studies.** Fall or spring. Credit to be arranged. For individual research conducted under the direction of a member of the faculty.

## Labor Economics

R. Ehrenberg, chairman; R. Aronson, G. Clark, W. Galenson, G. Hildebrand, R. Hutchens, H. Kasper, F. Slavick, R. Smith.

**340 Economic Security.** Fall. 3 credits. R. Hutchens, F. Slavick.

**341 Protective Labor Legislation.** Spring. 3 credits. Open to juniors and seniors. F. Slavick.

**343 Problems in Labor Economics.** Spring. 4 credits. Prerequisite: Econ 101-102; ILR 240 recommended. G. Hildebrand.

**344 Comparative Economic Systems: Soviet Russia.** Spring. 4 credits. G. Clark.

**346 Economics of Collective Bargaining.** Spring. 3 credits.

**347 Capitalism and Socialism.** Fall. 4 credits. Limited to juniors and seniors. G. Hildebrand.

**440 Health, Welfare, and Pension Plans.** Spring. 3 credits. Open to juniors, seniors, and graduate students. F. Slavick.

**441 Income Distribution.** Fall. 3 credits. Open to upperclass and graduate students. H. Kasper.

**640 Economics of Manpower.** Fall. 3 credits. Prerequisite: 740 or equivalent; open to qualified undergraduates. R. Aronson.

**641 Comparative Economic Systems: Soviet Russia.** Fall or spring. 3 credits. Prerequisite: 344. G. Clark.

**643 Special Topics in Labor Economics.** Fall or spring. 3 credits.

**644 The Economics of Occupational Safety and Health.** Spring. 3 credits. R. Smith.

**645 Economics of the American System of Private Enterprise.** Fall. 4 credits. G. Hildebrand.

**646 Professional and College-Trained Manpower: Labor Market Issues and Analysis.** Spring. 3 credits. R. Aronson.

**647 The Economics of Evaluation.** Spring. 4 credits. R. Ehrenberg.

**648 Economics of the American System of Private Enterprise.** Spring. 4 credits. Continuation of 645, although 645 not prerequisite to 648.

**649 Seminar on Investment in Man.** Spring. 3 credits. Prerequisite: 740 or equivalent.

**740 Labor Economics.** Fall or spring. 3 credits. Required of graduate students majoring or minoring in labor economics and income security and M.I.L.R. candidates. Prerequisite: Econ 101-102 or equivalent. R. Aronson, R. Smith.

**741 Social Security and Protective Labor Legislation.** Fall. 3 credits. Normally required of graduate students majoring or minoring in labor economics and income security and required of M.I.L.R. candidates. F. Slavick.

**744 Seminar in Labor Economics.** Fall. 3 credits. R. Ehrenberg.

**745 Seminar in Labor Economics.** Spring. 3 credits. W. Galenson.

**799 Directed Studies.** Fall or spring. Credit to be arranged. For individual research conducted under the direction of a member of the faculty.

**940 Workshop in Labor Economics.** Fall or spring. 3 credits.

## Organizational Behavior

L. Williams, chairman; H. Aldrich, S. Bacharach, L. Gruenfeld, T. Hammer, N. Rosen, R. Stern, H. Trice, W. Whyte.

**320 The Psychology of Industrial Engineering.** Spring. 4 credits. T. Hammer.

**322 Cross-cultural Studies of Organizational Behavior.** Fall. 3 credits. Prerequisite: 120-121 or equivalent introductory courses to the behavioral sciences including sociology and social psychology.

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

**324 Organizations and Deviant Behavior.** Spring. 3 credits. Prerequisite: one or more courses in both sociology and psychology. H. Trice.

**326 Sociology of Occupations.** Fall. 3 credits. Prerequisite: one or more courses in sociology. H. Trice.

**327 Psychology of Industrial Conflict.** Fall. 4 credits. N. Rosen.

**328 Cooperation, Competition, and Conflict Resolution.** Spring. 4 credits. Prerequisite: two courses in social psychology or equivalent.

**371 Individual Differences and Organizational Behavior.** Fall. 4 credits. There are no formal prerequisites for this course. However, some acquaintance with the substance and methods of behavioral or social science will be helpful. L. Gruenfeld.

**420 Group Processes.** Fall. 3 credits. N. Rosen.

**421 Social Organization of the Urban Community.** Fall. 4 credits. H. Aldrich.

**423 Evaluation of Social Action Programs.** Fall. 3 credits. H. Trice.

**425 Sociology of Industrial Conflict.** Spring. 3 credits. R. Stern.

**426 Theories of Industrial Society.** Fall. 4 credits. Prerequisite: ILR 120 and permission of instructor. S. Bacharach.

**427 The Professions: Organization and Control.** Fall. 4 credits. R. Stern.

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

**622 The Organization and its Environment.** Spring. 3 credits. Prerequisites: two organizational behavior courses at the 300 level, or advanced courses in sociology or psychology. H. Aldrich.

**627 Leadership in Organizations.** Spring. 3 credits. Prerequisites: two organizational behavior courses at the 300 level, or advanced courses in sociology or psychology. N. Rosen.

**628 Cross-cultural Studies of Organizational Behavior.** Fall or spring. 3 credits. Prerequisite: 720 or 721 or equivalent. L. Gruenfeld.

**629 Seminar on Personality and Organization.** Spring. 3 credits. Prerequisites: 720 and 721 or permission of instructor. L. Williams.

**670 Sociological Study of Power.** Fall. 3 credits. S. Bacharach.

**671 Government Bureaucracies in Social and Economic Development.** Fall. 4 credits. W. Whyte.

**672 Urban Politics and Public Policy.** Fall. 3 credits. S. Bacharach.

**673 Cross-cultural Explorations of Individual Differences.** Fall. 3 credits.

**674 Social Regulation and Control of Institutions.** Fall. 3 credits. Prerequisites: two organizational behavior courses at the 300 level, or advanced courses in sociology or psychology. R. Stern.

**675 Theories of Industrial Society.** Spring. 2 or 4 credits. Prerequisites: two organizational behavior courses at the 300 level, or advanced courses in sociology or psychology. S. Bacharach, R. Stern.

**676 Systems of Labor Participation in Management.** Fall. 4 credits. W. Whyte.

**678 Theories of Work Motivation.** Spring. 3 credits. T. Hammer.

**720 Organizational Behavior I.** Fall. 3 credits. N. Rosen.

**721 Organizational Behavior II.** Spring. 3 credits. S. Bacharach.

**722 Theories of Organization.** Fall or spring. 3 credits, graduate; 4 credits, undergraduate. Open to undergraduates who have had 371 with permission, and graduates who have had 720 and 721. L. Gruenfeld.

**723 Behavioral Research Theory, Strategy, and Methods I.** Fall. 4 credits. Designed to meet the needs of M.S. and Ph.D. candidates majoring in organizational behavior, but other graduate students may enroll. L. Williams.

**724 Behavioral Research Theory, Strategy, and Methods II.** Spring. Credit variable. Permission of the instructor required. T. Hammer.

**725. Analysis of Published Research in Organizational Behavior.** Fall. 3 credits. Prerequisites: 720-721, and one year of statistics. N. Rosen.

**726 Organizational Behavior III.** Spring. 3 credits. Prerequisite: 720-721 or equivalent. S. Bacharach.

**728 Seminar on Work Motivation.** Spring. 2 or 4 credits. Prerequisite: 720-721. T. Hammer.

**799 Directed Studies.** Fall or spring. Credit to be arranged. For individual research conducted under the direction of a member of the faculty.

## Personnel and Human Resource Management

W. Wolf, chairman; T. DeCotiis, L. Dyer, J. Farley, F. Foltman, W. Frank, F. Miller, R. Risley, W. Wasmuth.

**363 Techniques and Theories of Training in Organizations.** Fall. 3 credits. F. Foltman, W. Frank.

**364 Communication in Organizations.** Fall. 3 credits. W. Frank.

**366 Women at Work.** Spring. 4 credits. J. Farley.

**367 Organization Development: Strategy and Practice.** Fall. 3 credits. Open to graduate students. F. Foltman.

**368 Manpower and State Legislative Process.** Spring. 4 credits. Upperclass students with permission of instructor. R. Risley.





**462 Occupational Analysis and Manpower Planning.** Spring. 3 credits. Prerequisite: ILR 260 or equivalent. F. Miller.

**464 Personnel Problems.** Fall. 3 credits. J. Farley.

**650 Manpower and Collective Bargaining Problems in the Construction Industry.** Spring. 3 credits. Open to seniors and graduate students, and non-ILR students with permission of the instructor. D. Cullen, F. Foltman.

**660 Seminar in Personnel or Human Resource Management.** Fall or spring. 3 credits. Staff.

**661 Public Policy and Development of Human Resources.** Fall. 3 credits. F. Foltman.

**662 Management Training Simulation: Public Policy Issues in Social Agencies.** Fall. 3 credits. Prerequisite: ILR 260 or equivalent. W. Wasmuth.

**663 History of Contemporary Management Thought.** Fall. 3 credits. W. Wolf.

**664 Management and Leadership Development.** Fall. 3 credits. Prerequisite: ILR 260 or equivalent. T. DeCotiis, L. Dyer.

**665 Case Studies in Personnel Administration.** Fall. 3 credits. T. DeCotiis, W. Wasmuth.

**666 Administrative Theory and Practice.** Spring. 3 credits. Prerequisites: for advanced undergraduates, ILR 120-121 or its equivalent and permission of instructor; for graduate students, ILR 720 or permission of instructor. W. Wolf.

**667 Current Issues and Research in Human Resources Development.** Fall or spring. 3 credits. F. Foltman.

**668 Manpower Planning, Selection, and Utilization.** Fall. 3 credits. Prerequisites: ILR 260 or equivalent and one year of statistics. T. DeCotiis, L. Dyer.

**669 Administration of Compensation.** Spring. 3 credits. Prerequisite: ILR 260 or equivalent. L. Dyer.

**690 Top Management Personnel Strategies and Policies.** Spring. 3 credits. W. Wolf.

**692 The Appraisal and Diagnosis of Organizations.** Fall. 3 credits. Prerequisite: ILR 120 and 260. W. Wolf.

**693 Design and Administration of Training Programs.** Fall. 3 credits. Prerequisite: ILR 260 or equivalent. F. Foltman.

**694 Seminar on the Theory and Practice of Organization Development.** Spring. 3 credits. W. Wolf.

**695 Local Government Manpower Planning and Administration.** Spring. 4 credits. Students should have previous academic courses and/or experience in local government or manpower programs. R. Risley.

**696 Personnel Administration and Government Regulations.** Fall. 3 credits. R. Risley.

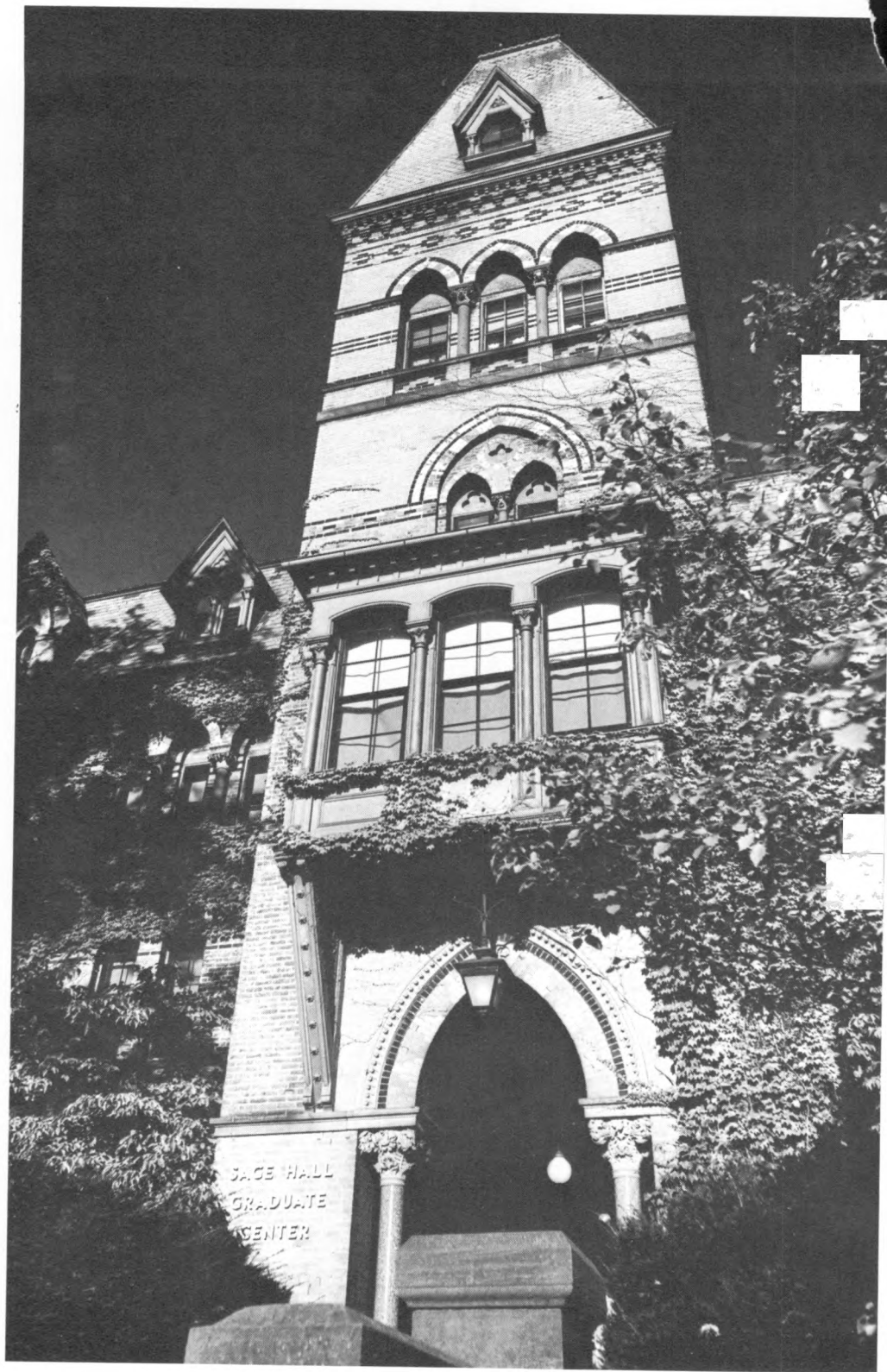
**697 Sex Roles and Career Patterns.** Spring. 3 or 4 credits. Prerequisite: graduate standing or six credits of personnel and human resource management or women studies, or permission of instructor. J. Farley.

**698 Manpower Training Programs for the Unemployed.** Fall. 3 credits. Prerequisite: ILR 261 or 262, or permission of instructor.

**760 Personnel Management.** Fall. 3 credits. L. Dyer.

**761 Occupational Aspects of Manpower Studies.** Spring. 3 credits. Prerequisite: ILR 760 or equivalent. F. Miller.

**799 Directed Studies.** Fall or spring. Credit to be arranged. For individual research conducted under the direction of a member of the faculty.



# Register

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New York State  
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Longshoreman's Association, AFL-CIO,  
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and Extension Specialist and Chairman  
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Donald E. Cullen (Ph.D., Cornell, indus-  
trial and labor relations), Professor  
Cletus Daniel (Ph.D., Washington, his-  
tory), Assistant Professor  
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John P. Windmuller (Ph.D., Cornell, in-  
dustrial and labor relations), Professor

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 Isadore Blumen (Ph.D., North Carolina, statistics), Professor  
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 William F. Whyte (Ph.D., Chicago, sociology), Professor

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## List of Announcements

Following is a list of *Announcements* published by Cornell University to provide information on programs, faculty, facilities, curricula, and courses of the various academic units.

Agriculture and Life Sciences at Cornell  
College of Architecture, Art, and Planning  
College of Arts and Sciences  
Graduate School of Business and Public  
Administration  
Engineering at Cornell  
Graduate Study in Engineering and  
Applied Sciences  
General Information\*  
Graduate School  
School of Hotel Administration  
Human Ecology  
School of Industrial and Labor Relations:  
ILR at Cornell  
Graduate Study at ILR  
Law School  
Medical College (New York City)  
Graduate School of Medical Sciences  
(New York City)  
Officer Education (ROTC)  
Summer Session  
New York State College of Veterinary  
Medicine

\*The *Announcement of General Information* is designed to give prospective students pertinent information about all aspects and academic units of the University.

In addition to the *Announcements* listed above, the University publishes a master catalog of University courses, *Cornell University: Description of Courses*.

Requests for the publications listed above should be addressed to

Cornell University Announcements  
Building 7, Research Park  
Ithaca, New York 14853

(The writer should include a zip code.)

Office of University Publications  
1077 5M HU

