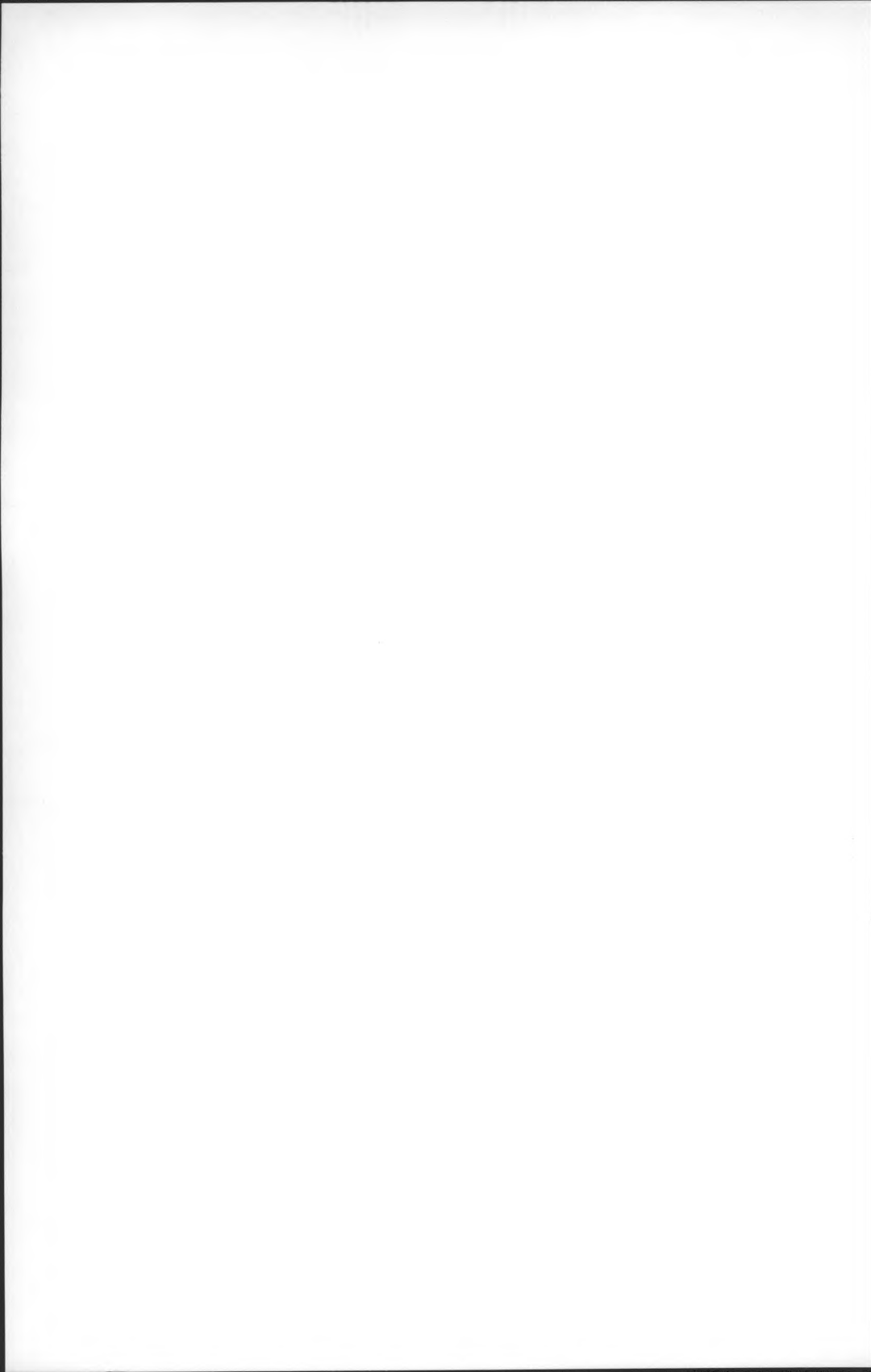


# **Cornell University Announcements**



## **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 (USPS 132-860)

Volume 73 of the Cornell University Announcements consists of fourteen catalogs, of which this is number fifteen, dated October 5, 1981. Issued twice in March, April, June, July, August, and October and once in May and September. Published by the Office of University Publications, Cornell University, East Hill Plaza, Ithaca, New York 14850.

Second-class postage paid at Ithaca, New York. **Postmaster:** Send address changes to the Office of Admissions, Cornell University, 410 Thurston Avenue, Ithaca, New York 14850.

# Cornell Academic Calendar

## 1981-82

Registration	Monday-Tuesday, August 31-September 1
Fall term instruction begins	Wednesday, September 2
Labor Day (University holiday)	Monday, September 7
Fall recess:	
Instruction suspended, 1:10 p.m.	Saturday, October 17
Instruction resumed	Wednesday, October 21
Thanksgiving recess:	
Instruction suspended, 1:10 p.m.	Wednesday, November 25
Instruction resumed	Monday, November 30
Fall term instruction ends, 1:10 p.m.	Saturday, December 12
Final examinations begin	Wednesday, December 16
Final examinations end	Wednesday, December 23
Registration	Thursday-Friday, January 21-22
Spring term instruction begins	Monday, January 25
Spring recess:	
Instruction suspended, 1:10 p.m.	Saturday, March 27
Instruction resumed	Monday, April 5
Spring term instruction ends, 1:10 p.m.	Saturday, May 8
Final examinations begin	Thursday, May 13
Final examinations end	Saturday, May 22
Commencement Day	Sunday, May 30

## 1982-83

Registration	Monday-Tuesday, August 30-31
Fall term instruction begins	Wednesday, September 1
Fall recess:	
Instruction suspended, 1:10 p.m.	Saturday, October 9
Instruction resumed	Wednesday, October 13
Thanksgiving recess:	
Instruction suspended, 1:10 p.m.	Wednesday, November 24
Instruction resumed	Monday, November 29
Fall term instruction ends, 1:10 p.m.	Saturday, December 11
Final examinations begin	Thursday, December 16
Final examinations end	Wednesday, December 22
Registration	Thursday-Friday, January 20-21
Spring term instruction begins	Monday, January 24
Spring recess:	
Instruction suspended, 1:10 p.m.	Saturday, March 26
Instruction resumed	Monday, April 4
Spring term instruction ends, 1:10 p.m.	Saturday, May 7
Final examinations begin	Thursday, May 12
Final examinations end	Friday, May 20
Commencement Day	Sunday, May 29

The dates in this academic calendar are subject to change at any time by official action of Cornell University.

In enacting this calendar, the University has scheduled classes on religious holidays. It is the intent of the University that students missing classes due to the observance of religious holidays be given ample opportunity to make up work.



The University	5
ILR and Cornell	7
Graduate Study at ILR	9
Graduate Degree Requirements	17
Courses	21
Register	29

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



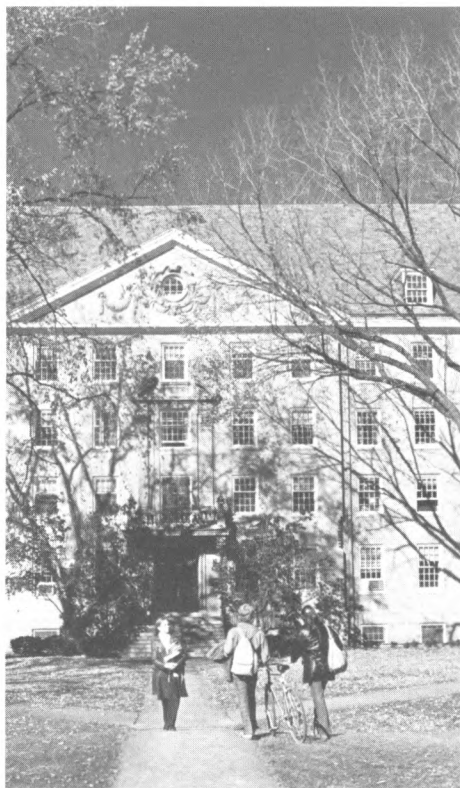
# The University

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

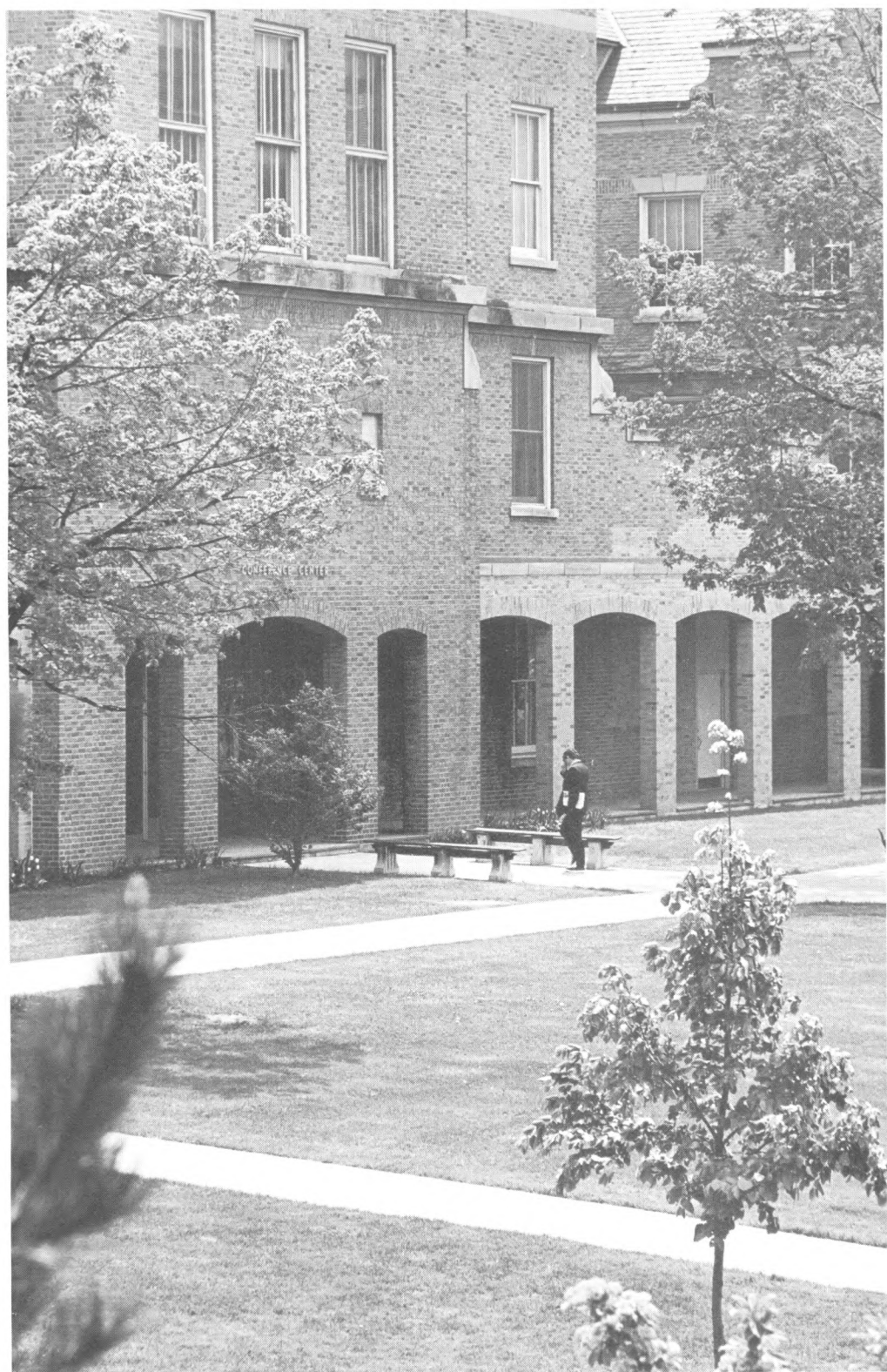
Since its founding in 1865 as a place "where any person can find instruction in any study," the University has been devoted to academic excellence, vitality, and diversity. Cornell is both a private Ivy League institution and the land-grant institution of New York State; eleven of its schools and colleges are 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; it is situated on a hill overlooking Cayuga Lake in a magnificent setting cut by deep gorges and with expansive views of the surrounding countryside. Cornell offers first-rate academic and recreational facilities, including one of the major academic library systems in the United States, with holdings of well over four million volumes; excellent and easily accessible computing facilities; extensive laboratories and equipment; and a spectacular art museum. Total facilities for teaching and research include over four hundred buildings of every imaginable function and design.

Ithaca is a small city of character and charm; its population is about forty thousand, including students. Nearby are the scenic countryside, state parks, the Finger Lakes Trails, and ski facilities. The



area offers a unique combination of cosmopolitan atmosphere and rural setting.



# ILR and Cornell

The School of Industrial and Labor Relations (ILR) 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 market economics, human-resource 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.

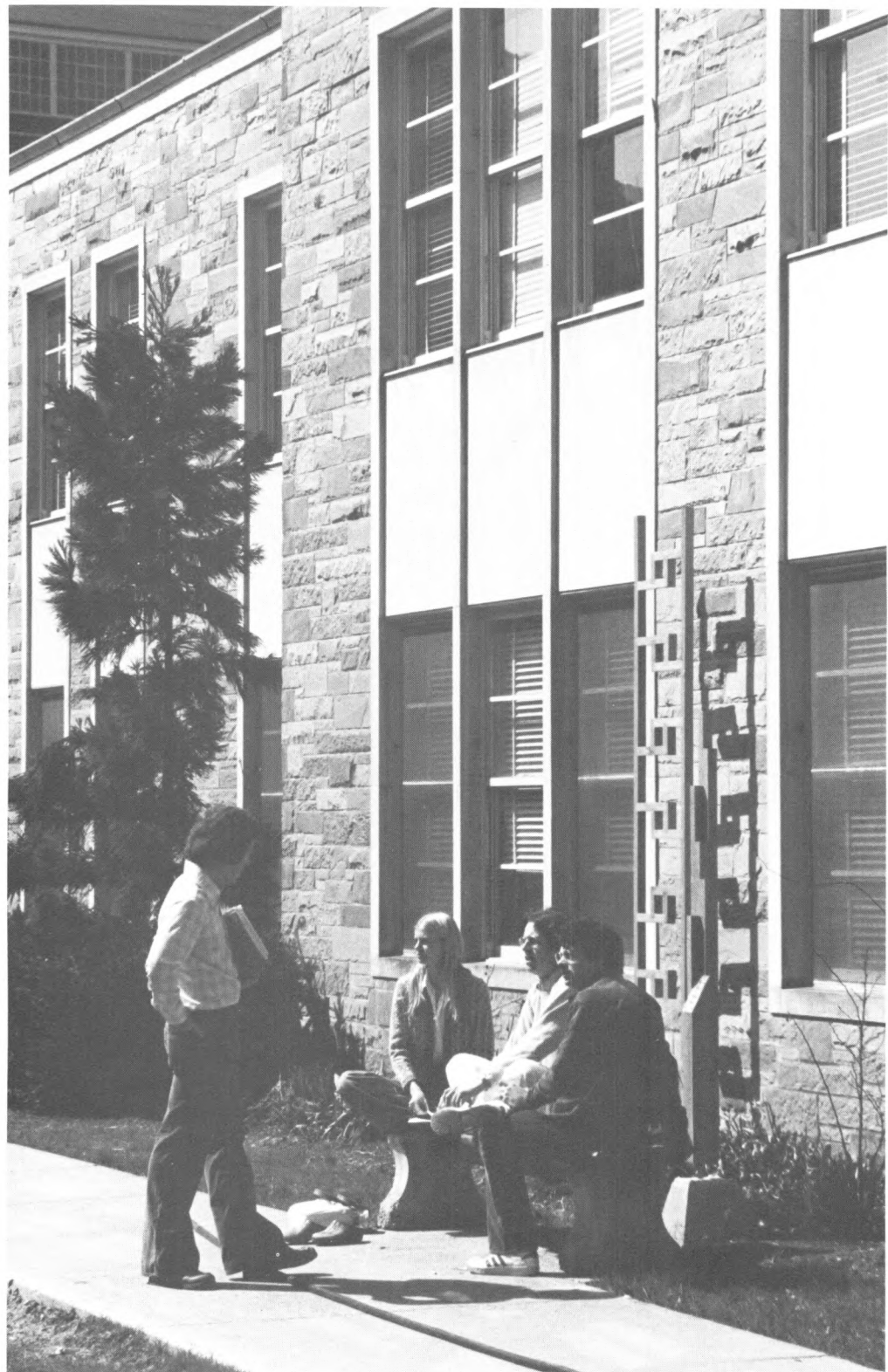
ILR was the first institution of its kind in the country; it was authorized by an act of the New York State Legislature in 1944 and began resident instruction at Cornell on November 5, 1945. After the creation of the State University of New York (SUNY) in 1948, ILR, as one of the four state-supported units at Cornell, became an integral part of SUNY as well. It has five divisions of operation: (1) undergraduate and graduate resident instruction, (2) extension and public service, (3) research, (4) publications, and (5) a library.

Instruction leading to undergraduate and graduate degrees is provided on the Ithaca 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 research division supports the development of material for resident and extension teaching at the school as well as for other studies in the field of industrial and labor relations. The publications division publishes and distributes much of this material. ILR faculty members also publish their research in books and various professional journals.





# Graduate Study at ILR

More than one hundred students are enrolled in graduate study in industrial and labor relations, one of the largest graduate fields in the University. Graduate students may study for the degree of Master of Industrial and Labor Relations (M.I.L.R.), Master of Science (M.S.), or Doctor of Philosophy (Ph.D.).

Graduate study at Cornell, which is organized by fields rather than by departments or schools, is intended to integrate faculty members and students throughout the University along lines of common interest. Although ILR graduate students do most of their work in the 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 ILR 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 a program under the direction of his or her Special Committee, composed of graduate faculty members chosen by the student. Each student selects courses on the basis of academic background and specific career interests; this 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 on research projects dealing with a variety of problems. Some examples of current major projects, listed with the supervising professors, are:

Labor-management relations in the public sector (J. F. Burton, R. E. Doherty, R. Ehrenberg, and D. B. Lipsky)

Employee ownership and labor-managed firms (H. E. Aldrich, T. H. Hammer, R. N. Stern, W. F. Whyte)

Arbitration of tenure disputes (J. A. Gross)

Unemployment insurance and strike activity (R. M. Hutchens, D. B. Lipsky, R. N. Stern)

The effects of illegal immigration on labor markets and unions (V. M. Briggs)

Social problems in industrial organizations (H. M. Trice, W. J. Wasmuth)

Social security private pensions and the retirement decision (G. Fields, O. S. Mitchell)

Decision making in local school districts  
(S. Bacharach)

Comparative industrial and labor relations  
systems (M. G. Clark, W. Galenson, J. P.  
Windmuller)

Discrimination in employment (M. E. Gold)

Pension reform legislation (R. Ehrenberg,  
R. S. Smith)

Self-employed workers (R. L. Aronson)

Affirmative-action planning models (G. T.  
Milkovich)

Women in work roles (F. B. Miller)

Exploratory data analysis (P. Velleman)

Motivation of work forces (T. H. Hammer,  
L. W. Gruenfeld, N. A. Rosen)

The research division can supply additional information about these projects. Prospective graduate students who have inquiries about research assistantships and fellowships should write to the Office of the Graduate Faculty Representative, ILR, Cornell University, 157 Ives Hall, Ithaca, New York 14853.

## 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.

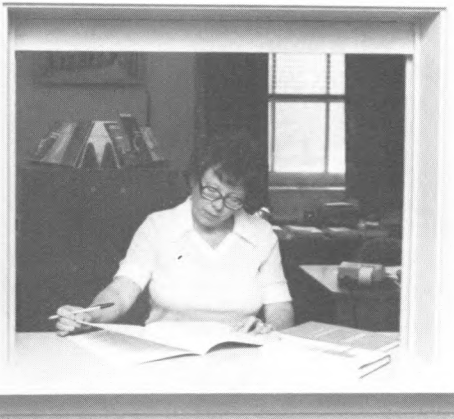
Some graduate students work with the extension staff and clientele as extension interns. This work may involve conducting research, developing teaching materials, and participating in the division's adult education programs.



## BULLETINS NEW ISSUES



## PUBLICATIONS





## Publications

ILR 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.

The school publishes two monograph series, Cornell Studies in Industrial and Labor Relations and Cornell International Industrial and Labor Relations Reports. Other publications include 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 faculty members; and a student journal, *Industrial and Labor Relations Forum*.

The publications division, in addition to providing information on, and copies of, these items, maintains mailing lists to distribute announcements of new publications or publication catalogs.

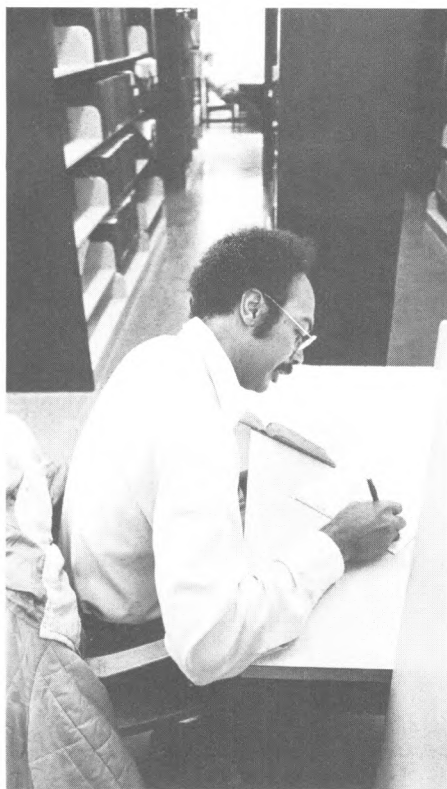
## Library

The school's Martin P. Catherwood Library contains the most extensive collection of industrial and labor relations materials of any university library in the world: more than 125,000 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 manuscript collections and 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 fourteen million original documents, all available to students.

Graduate students have full access to all of the University's libraries, a system with combined holdings of well over four million volumes.





## Admission

It is the policy of Cornell University actively to support equality of educational and employment opportunity. No person shall be denied admission to any educational program or activity or be denied employment on the basis of any legally prohibited discrimination involving, but not limited to, such factors as race, color, creed, religion, national or ethnic origin, sex, age, or handicap. The University is committed to the maintenance of affirmative action programs which will assure the continuation of such equality of opportunity.

Cornell University is committed to assisting those handicapped students who have special needs. A brochure describing services for the handicapped student may be obtained by writing to the Office of Equal Opportunity, Cornell University, 217 Day Hall, Ithaca, New York 14853. Questions or requests for special assistance may also be directed to that office.

Candidates for advanced degrees in the graduate Field of Industrial and Labor Relations are admitted to the Graduate School primarily on the basis of their academic preparation and recom-



mendations from teachers. Other factors relevant to the applicant's degree interest may also be taken into account. Interviews are not required. Application forms are available from the Graduate School, Cornell University, Sage Graduate Center, Ithaca, New York 14853.

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 probability of admission and of financial aid. To be considered for fellowships, applicants need to complete their applications by January 15.

Candidacy for the M.S. degree is normally open to students who are well prepared in one or more of the social sciences at the undergraduate level.

Applicants to the Ph.D. program should have advanced academic training in the social sciences, concentrated in one or more of the following fields: anthropology, economics, government, history, psychology, sociology, statistics. Applicants are usually expected to have a master's degree in a subject related to their intended program. Direct admission with only a bachelor's degree is possible in exceptional cases.

Applicants for admission as M.I.L.R. degree candidates are evaluated on the basis of their general academic preparation and performance. Other criteria are identical to those expected of all degree candidates.

Applicants for any of the advanced degrees may occasionally be recommended for admission as provisional candidates. Provisional candidacy is appropriate if it is initially difficult to appraise the qualifications of a candidate but 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 non-degree candidates for a period of not more than two terms of residence. Noncandidate status is designed for those who want to supplement academic or work experience with advanced training. Admission of non-

degree candidates depends in each case on the merits of the applicant's proposed program of study and on evidence of an ability to benefit from it.

Applicants are required to submit the results of the Graduate Record Examinations (GRE) aptitude test. 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 GRE 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 six weeks after the test is taken, applicants are advised to take the test well in advance of the application deadline.

It is strongly recommended that the GRE be taken by those applicants for whom English is a second language. Such applicants are also required to submit results of the Test of English as a Foreign Language. Details on this examination appear in the *Announcement of the Graduate School*.

## Expenses

Current tuition for graduate students in ILR is \$1,650 for each academic semester, payable within the first ten days of the semester. The *Announcement of the Graduate School* provides further information on fee payment and refunds.

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, for the 1981-82 academic year (nine months) it is estimated that living expenses are approximately \$5,350 for a single graduate student and about \$7,740 for a married couple (plus about \$1,500 per child).

## Graduate Assistantships

A graduate assistant in ILR receives a full tuition waiver plus a monthly stipend that varies with the number of terms of assist-



antship. Salaries for ILR graduate assistants for the 1981–82 academic year range from \$4,300 to \$4,500. In return the student can expect an average weekly assignment of fifteen hours work in instruction, research, extension programs, or the library. Assistants may be appointed for a semester or for the academic 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 scholarships are tax-exempt gifts and normally include a waiver of tuition. Applicants who want to be considered for financial aid must so indicate on their admission application.

ILR 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  
Eleanor Emerson Memorial Fellowship in Labor Education  
Dorothy Funt Memorial Fellowship  
Industrial and Labor Relations Graduate Fellowship

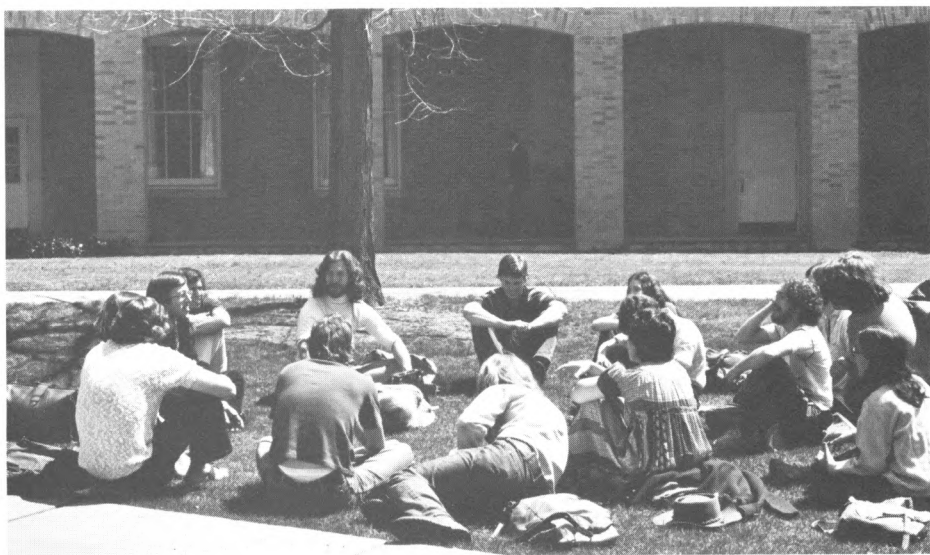
Bernard P. Lampert Scholarship  
Theodore S. Lisberger Memorial Scholarship  
Frances L. Perkins Memorial Fellowship

## Professional Opportunities

People with graduate degrees from ILR work in business and industry, organized labor, government, or education.

Jobs in business usually involve hiring, 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 work for municipal, state, or federal government agencies may be administrative assistants, industrial relations assistants, personnel technicians, economists, 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.



Graduates use 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 or labor relations.

ILR operates a full-time placement service for students and alumni. The placement officer in the ILR Office of Career Services communicates with several hundred recruiters from industry, labor, and all levels of government. Representatives from about one hundred organizations 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 want to live in University housing should contact the Housing Assignment Office, Cornell University, 1142 North Balch Hall, Ithaca, New York 14853. The largest of the dormitories for single graduate students is Sage Hall, home to 190 men and women.

It is situated in the center of the campus and has a cafeteria. Other housing includes a newly renovated graduate dormitory near the campus for approximately 150 men and women and the eighteen-unit Thurston Court apartments, located on Thurston Avenue in the North Campus area.

Cornell maintains three family-housing complexes of unfurnished apartments accommodating a total of 419 families: Cornell Quarters, Pleasant Grove Apartments, and Hasbrouck Apartments. Students may contact the Family Housing Office, Cornell University, Building 40, Hasbrouck Apartments, Ithaca, New York 14850, for further information and application forms.

Information about off-campus housing is available from the Off-Campus Housing Office, Department of Residence Life, Cornell University, 103 Barnes Hall, Ithaca, New York 14853. Listings of available housing are posted in that office but are not mailed out, because the housing situation changes daily. Students are advised to visit Ithaca well in advance of matriculation to find off-campus housing.





# Graduate Degree Requirements

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

## **M.S. and Ph.D. Special Committee**

The M.S. or Ph.D. degree candidate plans practically all courses, research work, and projects 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 department in a few days, degree candidates often have an adviser appointed for them for the first semester.

Even though a student may not have formed a committee before classes start, selection of courses need not be hampered during the first semester. Formal registration precedes the beginning of classes, but students are not required to enroll in courses during the first two weeks of the semester. This interval allows students to attend a few sessions of several courses before selecting the three or four they will take.

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

Candidates for the M.S. or the Ph.D. degree engage in a considerable amount of independent study. The following subject requirements represent minimum expectations and are intended to be a basis for further investigation:

*Collective Bargaining, Labor Law, and Labor History.* A Ph.D. degree candidate majoring in this subject must show proficiency in the following areas of knowledge: (1) history of the labor movement and of 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 other major sources of information on collective bargaining and labor unionism; and (10) research methodology. For area (10), the course ILR 723 or an acceptable substitute is required; ILR 703 is strongly recommended.

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

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

For an M.S. degree candidate minoring in this subject, areas (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 the mathematical statistics 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 selecting this subject as a major are generally expected to acquire a knowledge of (1) the principal institutions and issues in the industrial-relations systems of the major Western countries; (2) the principal elements and issues in the industrial-relations systems of less-developed countries; (3) the historical development of labor movements and labor-management relations in the major countries of Western Europe; and (4) the problems of employment and income determination in developing economies. For a minor in this area, intensive study in some areas may replace extensive study in all. Detailed requirements for majors and minors are set by the student's Special Committee. Ph.D. degree candidates are required to demonstrate a working knowledge of a foreign language.

*Labor Economics.* To major or minor in this subject, the candidate must have (1) a comprehensive knowledge of historical development and current issues in the area of employment and income; (2) an understanding of labor-market models and the quantitative tools necessary to analyze problems in the field; (3) a knowledge of the significant legislation

dealing with income employment and employee welfare; and (4) a detailed acquaintance with the literature and sources of information in the field.

*Organizational Behavior.* This subject involves the analysis of human behavior in organizations; emphasis is placed on individual human behavior, organizations in society, and industrial society. The program of study incorporates behavioral science disciplines and emphasizes organizational problems.

Ph.D. degree candidates who major in this subject take a department examination after completing two semesters of study; otherwise the basic requirements for majoring or minoring in this subject are the same except that those majoring in it are expected to demonstrate a more-advanced knowledge.

M.S. and Ph.D. degree candidates majoring or minoring in this subject normally complete the core offering, ILR 520–521 *Organizational Behavior I and II*. Depending on the student's program, the courses may be taken in the same semester or in different semesters; either course may precede the other. In addition, those majoring in this subject normally take ILR 723–724 *Behavioral Research Theory, Strategy, and Methods I and II* and an appropriate statistics course.

*Personnel and Human-Resource Studies.* This subject offers a specialization in personnel management or in human-resource studies.

The personnel major focuses on the employer-employee relationship and deals with such topics as forecasting and budgeting human resources; selection; training; management development; performance appraisal; compensation administration; organization development; industrial relations consulting; and the sociolegal environment of personnel management.

The human-resource major focuses on government efforts to enhance the employability of the nation's human resources. Although primarily concerned with public-sector measures that influence the supply of labor (e.g., training,





education, health, mobility, and immigration), the subject area also includes job-creation policies that relate to the demand for labor (e.g., public-service employment, economic development, targeted-tax credit programs, and private-sector employment initiatives). Practical field study, internships, and other direct contacts with organizations are encouraged; the program is oriented toward action research.

Candidates majoring in this subject must demonstrate (1) knowledge of historical foundations, significant legislation, and current human-resource issues; (2) knowledge and skill in planning, analyzing, administering, and evaluating public and private programs; (3) ability to recognize, investigate, and analyze human-resource problems, using appropriate research methods and statistical techniques; and (4) thorough knowledge of the literature and sources of information in this field.

The requirements for knowledge and competence in this subject are less comprehensive when it is taken as a minor rather than as 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. Candidates minoring in this subject normally complete three to five courses designed to give a general understanding of the field of industrial and labor relations.

## **M.S. Program**

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

Major subjects are chosen from those listed in the previous section; 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 of two faculty members, a chairperson from the major area of study and a representative from the minor area.

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

## **Ph.D. Program**

A student in the Ph.D. program works under the direction of his or her Special Committee of three faculty members, a chairperson from the major area of study and a representative from each of the two minor areas. Requirements set by the Graduate School for the Ph.D. degree include six units of residence credit at the graduate level; satisfactory work, as determined by the student's Special Committee, in the major subject area and the two minor areas; successful completion of the admission to candidacy examination, which must 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 field of industrial and labor relations; and acquisition of teaching experience during the graduate study.

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

### **M.I.L.R. Program**

The program leading to the M.I.L.R. degree is particularly suitable for students who have taken only a few courses 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 500 Collective Bargaining
- ILR 501 Labor Relations Law and Legislation
- ILR 502 Labor Union History and Administration
- ILR 510 Introductory Statistics for the Social Sciences
- ILR 520 or 521 Organizational Behavior I and II
- ILR 540 Labor Economics
- ILR 541 Social Security and Protective Labor Legislation
- ILR 560 Personnel Management

Candidates may waive one or more of these required courses by demonstrating competence to the department concerned. In such cases another course of the student's own choosing must be taken. The six electives may be selected from within the school or from other sections of the University.

A minimum of two units of residence for the M.I.L.R. degree has been established by the Graduate School; however, four semesters are normally required to complete the program.

A special M.I.L.R. program exists for candidates possessing a law degree. This program requires two semesters of residence and completion of the eight required courses above. The course in labor relations law and legislation, however, may be waived if an equivalent course has already been taken in law school or elsewhere. Up to two additional elective courses or seminars chosen from the curriculum of the school may be substituted by petition for required M.I.L.R. courses if the candidate can demonstrate adequate prior training or experience in the areas to be waived.

# Courses

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

J. A. Gross, chairman; J. F. Burton, D. E. Cullen, C. Daniel, R. E. Doherty, R. Donovan, M. E. Gold, K. L. Hanslowe, M. A. Kelly, A. G. Korman, D. B. Lipsky, J. O. Morris, C. M. Rehmus, P. Ross, R. Seeber, J. P. Windmuller.

**301 Labor Union Administration** Fall. Three credits. Prerequisites: 100 and 201. C. Daniel.

**303 Research Seminar in the Social History of American Workers** Fall. Four credits. Open, with permission of the instructor, only to upperclass students who have demonstrated the ability to undertake independent work. A. G. Korman.

**304 Seminar in the History, Administration, and Theories of Industrial Relations in the United States** Fall or spring. Four credits. Prerequisite: permission of the instructors. C. Daniel, A. G. Korman, J. O. Morris.

**306 Research Seminar in the American Labor Movement and Politics** Fall or spring. Three credits. Open, with permission of the instructor, only to upperclass students who have demonstrated the ability to undertake independent work and who have taken 101. J. O. Morris.

**307 Industrial Relations Biographies** Fall. Four credits. Open only to juniors and seniors. Prerequisite: 100. J. O. Morris.

**380 Famous Trials in American Labor History** Spring. Three credits. Open only to juniors and seniors. Prerequisite: 100. J. O. Morris.

**381 Jewish Workers in Europe and America, 1789–1948** Spring. Four credits. Open only to sophomores, juniors, and seniors. A. G. Korman.

**400 Union Organizing** Spring. Two credits. D. E. Cullen, R. Donovan.

**401 Collective Bargaining Structures** Fall. Three credits. Prerequisite: 200. D. B. Lipsky.

**407 Contemporary Trade Union Movement** Spring. Three credits. Prerequisites: 100 or 502 or permission of the instructor. C. Daniel.

**500 Collective Bargaining** Fall or spring. Three credits. Open only to graduate students. D. E. Cullen, D. B. Lipsky.

**501 Labor Relations Law and Legislation** Fall or spring. Three credits. M. E. Gold, J. A. Gross, K. L. Hanslowe.

**502 Labor Union History and Administration** Fall or spring. Three credits. C. Daniel, A. G. Korman, J. O. Morris, R. Seeber.

**600 Advanced Seminar in Labor Arbitration** Spring. Three credits. Open only to juniors, seniors, and graduate students who have taken 602 or the equivalent. J. A. Gross, K. L. Hanslowe.

**601 Integration of Industrial Relations Theories** Fall or spring. Three credits. Open only to second-year graduate students and seniors. Staff.

**602 Arbitration** Fall or spring. Four credits. Prerequisite: for undergraduates, 200; for graduate students, 500. J. A. Gross, C. M. Rehmus.

**603 Governmental Adjustment of Labor Disputes** Fall or spring. Three credits. Prerequisites: for undergraduates, 200; for graduate students, 500. D. E. Cullen.

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

**605 Readings in the History of Industrial Relations in the United States** Fall. Three credits. Open only to seniors and graduate students. Prerequisites: for seniors, 100 and 101; for graduate students, 502. C. Daniel, A. G. Korman, J. O. Morris.

**606 Theories of Industrial Relations Systems** Fall or spring. Three credits. Open only to seniors and graduate students. Prerequisites: for seniors, 100 and 101; for graduate students, 502. C. Daniel, A. G. Korman, or J. O. Morris.

**607 Arbitration and Public Policy** Spring. Three credits. Limited to ten ILR students and ten law students. Prerequisite: permission of the instructors. J. A. Gross, K. L. Hanslowe.

**608 Special Topics in Collective Bargaining, Labor Law, and Legislation** Fall or spring. Three credits. Prerequisites: for undergraduates, 201; for graduate students, 502. Staff.

**609 Public Policy and Labor Relations** Fall. Three credits. Prerequisites: one course in labor law and some course work in statistics. D. B. Lipsky, P. Ross.

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

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

**681 Labor Relations Law** Three credits. Prerequisite: 201 or 501 or the equivalent. Staff.

**682 Seminar in Labor Relations Law and Legislation** Fall or spring. Three credits. Prerequisite: permission of the instructor. Limited enrollment. K. L. Hanslowe.

**683 Special Topics in the History, Administration, and Theories of Industrial Relations** Fall or spring. Three credits. Prerequisites: for undergraduates, 100 and 101; for graduate students, 502. C. Daniel, A. G. Korman, J. O. Morris.

**684 Employment Discrimination and the Law** Fall or spring. Four credits. Prerequisite: 201 or 501 or the equivalent. M. E. Gold.

**685 Collective Bargaining in Public Education** Spring. Three credits. Prerequisite: permission of the instructor. Limited enrollment. R. E. Doherty.

**686 Collective Bargaining in the Public Sector** Fall or spring. Three credits. Prerequisites: for undergraduates, 201 and 200; for graduate students, 500 and 501. J. F. Burton, R. Donovan, P. Ross, R. Seeber.

**687 Current Issues in Collective Bargaining** Fall or spring. Three credits. Prerequisite: 200 or 500. D. E. Cullen, D. B. Lipsky, P. Ross.

**703 Theory and Research in Collective Bargaining** Spring. Three credits. Open only to graduate students who have had 500 and 723 or their equivalent. A statistics course beyond the level of 510 is desirable. D. B. Lipsky.

**707 Research Seminar in Public-Sector Collective Bargaining** Spring. Three 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. P. Ross.

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

**798 Internship** Fall or spring. Credit to be arranged. Individual research by graduate students who have been selected for an internship. Research must be conducted under the direction of a member of the faculty.

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

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

## Economic and Social Statistics

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

**310 Design of Sample Surveys** Spring. Three credits. Prerequisite: one course in statistics. Staff.

**311 Statistics II** Fall. Four credits. Prerequisite: 210 or permission of the instructor. Staff.

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

**411 Statistical Analysis of Qualitative Data** Spring. Three credits. Prerequisite: 311. I. Blumen.

**510 Introductory Statistics for the Social Sciences** Fall or spring. Three credits. P. Velleman.

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

**711 Seminar in Statistical Methods** Spring. Three credits. Prerequisite: 311 or the equivalent. I. Francis.

**712 Theory of Sampling** Three credits. Prerequisite: calculus and at least one course in mathematical statistics. Staff.

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

## International and Comparative Labor Relations

J. P. Windmuller, chairman; M. G. Clark, G. Fields, W. Galenson.

**430 European Labor History** Fall. Three credits. J. P. Windmuller.

**530 Comparative Industrial Relations Systems I** Fall or spring. Three credits. Prerequisite: for non-ILR graduate students, permission of the instructor. J. P. Windmuller.

**531 Comparative Industrial Relations Systems II** Spring. Three credits. Open only to graduate students. J. P. Windmuller.

**532 Labor in Developing Economies** Spring. Three credits. G. Fields.

**630 Seminar in International and Comparative Labor Problems** Spring. Three credits. Prerequisite: 530 or 531 or permission of the instructor. J. P. Windmuller.

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

## Labor Economics

R. S. Smith, chairman; R. L. Aronson, J. F. Burton, R. J. Butler, M. G. Clark, R. Ehrenberg, G. Fields, W. Galenson, R. M. Hutchens, O. S. Mitchell, J. Svejnar.

**340 Economic Security** Fall. Three credits. R. J. Butler, R. M. Hutchens.

**341 Protective Labor Legislation** Spring. Three credits. Open only to juniors and seniors. R. J. Butler.

**343 Problems in Labor Economics** Fall or spring. Four credits. Prerequisites: 240 or Economics 311 and a background in statistics through regression analysis; or permission of the instructor. R. Ehrenberg.

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

**346 Economics of Collective Bargaining** Fall or spring. Three credits. D. B. Lipsky, J. Svejnar.

**440 Health, Welfare, and Pension Plans** Spring. Three credits. Open only to juniors, seniors, and graduate students. O. S. Mitchell.

**441 Income Distribution** Fall. Three credits. Open only to upperclass and graduate students. G. Fields.

**446 Employment Policies and Problems of the College Educated** Fall. Three credits. R. L. Aronson.

**540 Labor Economics** Fall or spring. Three credits. Required of graduate students majoring or minoring in labor economics and income security and of M.I.L.R. degree candidates. Prerequisite: Economics 101-102 or the equivalent. R. L. Aronson, R. Ehrenberg, R. S. Smith.

**541 Social Security and Protective Labor Legislation** Spring. Three credits. Normally required of graduate students majoring or minoring in labor economics and income security; required of M.I.L.R. degree candidates. J. F. Burton.

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

**642 Work and Welfare: Interactions between Cash-Transfer Programs and the Labor Market** Fall. Three credits. Prerequisite: some familiarity with microeconomics. R. M. Hutchens.

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

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

**645 Economics of the American System of Private Enterprise** Fall. Four credits. R. Frank.

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

**648 Economics of the American System of Private Enterprise** Spring. Four credits. Continuation of 645, although 645 is not prerequisite to 648. R. Frank.

**649 Seminar on Investment in Man** Spring. Three credits. Prerequisite: 540 or the equivalent. G. Fields.

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

**745 Seminar in Labor Economics** Spring. Three credits. R. J. Butler.

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

**940 Workshop in Labor Economics** Fall or spring. Three credits. Staff.

## Organizational Behavior

H. E. Aldrich, chairman; S. Bacharach, L. W. Gruenfeld, T. H. Hammer, S. Kirmeyer, N. A. Rosen, R. N. Stern, H. M. Trice, L. K. Williams.

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

**321 Stress at Work** Fall. Four credits. S. Kirmeyer.

**322 Comparative Theories of Organizational Behavior and Social Character** Fall. Four Credits. L. W. Gruenfeld.

**324 Organizations and Deviant Behavior** Spring. Three credits. Prerequisite: one or more courses in both sociology and psychology. Enrollment is limited to forty. H. M. Trice.

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

**327 Psychology of Industrial Conflict** Fall. Four credits. N. A. Rosen.

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



**329 Sociological Analysis of Organizations** Fall. Three credits. Prerequisites: 120–121 or the equivalent. S. Bacharach.

**370 The Study of Work Motivation** Fall. Four credits. Open only to juniors and seniors. T. H. Hammer.

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

**373 Organizational Behavior Simulations** Spring. Two credits. R. N. Stern.

**420 Group Processes** Fall. Four credits. L. W. Gruenfeld.

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

**422 Groups in Work Organizations** Fall. Four credits. N. A. Rosen.

**423 Evaluation of Social-Action Programs** Fall. Three credits. H. M. Trice.

**424 Study of Public-Sector Bureaucracy** Spring. Three credits. Prerequisite: permission of the instructor. S. Bacharach.

**425 Sociology of Industrial Conflict** Spring. Four credits. R. N. Stern.

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

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

**473 Ecological Psychology: Behavior Setting Analysis within the Organizational Context** Spring. Four credits. S. Kirmeyer.

**520 Organizational Behavior I** Fall. Three credits. Staff.

**521 Organizational Behavior II** Spring. Three credits. Staff.

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

**621 Growth of the World Capitalist-Industrial System** Spring. Four credits. Prerequisite: permission of the instructor. Limited enrollment. H. E. Aldrich.

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

**623 Critical Issues in Social Theory** Spring. Four credits. S. Bacharach.

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

**628 Cross-cultural Studies of Organizational Behavior** Fall or spring. Three credits. Prerequisite: 520 or 521 or the equivalent. L. W. Gruenfeld.

**629 Personality in Organization** Fall. Three credits. Prerequisite: for undergraduates, 371; for graduate students, 520; or the equivalent. L. W. Gruenfeld.

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

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

**673 Personality Differences in Organizational Behavior** Fall. Three credits. L. W. Gruenfeld.

**674 Social Regulation and Control of Institutions** Spring. Two credits. Prerequisites: two organizational behavior courses at the 300 level or advanced courses in sociology or psychology. Course meets for only seven weeks. R. N. Stern.

**675 Theories of Industrial Society**

Spring. Two or four credits. Prerequisites: two organizational behavior courses at the 300 level or advanced courses in sociology or psychology. S. Bacharach, R. N. Stern.

**677 Seminar in Field Research**

Spring. Four credits. Prerequisite: permission of the instructor. Limited enrollment. H. M. Trice.

**722 Theories of Organization** Fall or spring. Three credits, graduate; four credits, undergraduate. L. W. Gruenfeld.

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

**724 Behavioral Research Theory, Strategy, and Methods II** Spring. Four credits. Should be taken in sequence with 723. Designed to meet the needs of M.S. and Ph.D. degree candidates majoring in organizational behavior, but other graduate students may enroll. T. H. Hammer.

**725 Analysis of Published Research in Organizational Behavior** Fall. Three credits. Prerequisites: 520–521 and two courses in statistics. Staff.

**726 Organizational Behavior III** Three credits. Prerequisite: 520–521 or the equivalent. Staff.

**728 Seminar on Work Motivation and Job Design** Spring. Two or four credits. Prerequisite: 520–521. T. H. Hammer.

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

**Personnel and Human-Resource Studies**

L. D. Dyer, chairman; J. Boudreau, V. M. Briggs, R. Eder, F. F. Foltman, W. W. Frank, G. T. Milkovich, F. B. Miller, S. J. Mueller, R. F. Risley, W. J. Wasmuth, W. B. Wolf.

**361 Effective Supervision** Fall. Three credits. Prerequisite: 260 or equivalent. W. J. Wasmuth.

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

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

**366 Women at Work** Fall. Four credits. F. B. Miller.

**461 The Social Tensions of Labor-Market Reform** Spring. Three credits. S. J. Mueller.

**463 Planning Area-wide Employment and Training Programs** Fall. Three credits. S. J. Mueller.

**467 Job Creation: Policy Emergence and Current Issues** Fall. Three credits. V. M. Briggs.

**469 Human Resources and Immigration Policy in the United States** Spring. Three credits. V. M. Briggs.

**560 Personnel Management** Fall or spring. Three credits. Staff.

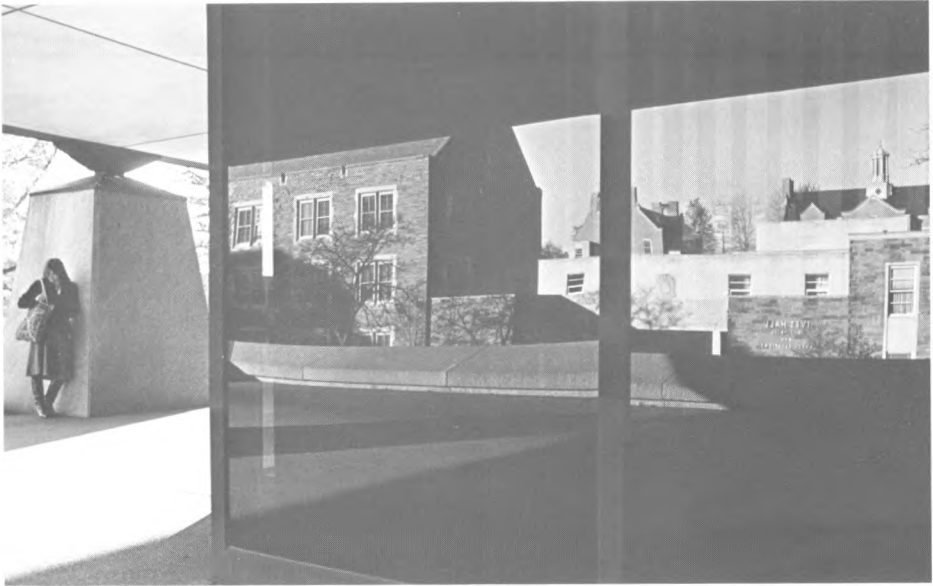
**659 Career Planning and Development** Fall. Three credits. R. Eder, F. F. Foltman.

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

**661 Public Policy and Development of Human Resources** Fall. Three credits. V. M. Briggs.

**662 Management Training Simulation: Public-Policy Issues in Social Agencies** Spring. Three credits. W. J. Wasmuth.





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

**664 Management and Leadership Development** Fall. Three credits. L. D. Dyer, F. F. Foltman.

**665 Case Studies in Personnel Administration** Fall. Three credits. F. F. Foltman, G. T. Milkovich.

**666 Administrative Theory and Practice** Spring. Three credits. W. B. Wolf.

**668 Staffing: Employee Selection and Utilization** Fall. Three credits. J. Boudreau, L. D. Dyer, R. Eder.

**669 Administration of Compensation** Spring. Three credits. L. D. Dyer, G. T. Milkovich, R. F. Risley.

**690 Top-Management Personnel Strategies and Policies** Spring. Three credits. W. B. Wolf.

**691 Human-Resource Planning** Spring. Four credits. L. D. Dyer, G. T. Milkovich.

**692 The Appraisal and Diagnosis of Organizations** Fall. Three credits. W. B. Wolf.

**693 Design and Administration of Training Programs** Fall. Three credits. F. F. Foltman, W. W. Frank.

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

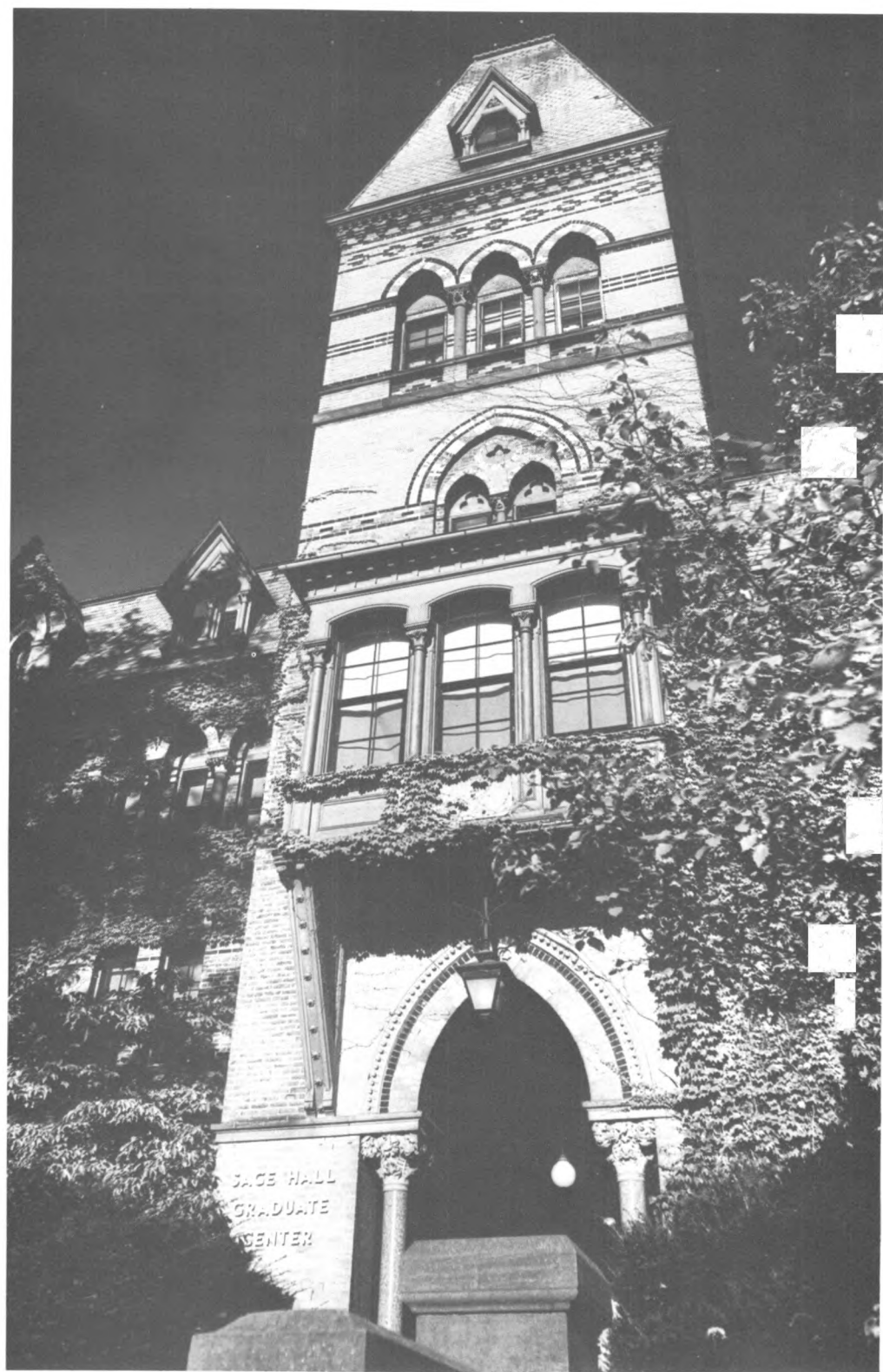
**695 Local Government Human-Resource Planning and Administration** Spring. Four credits. R. F. Risley.

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

**699 The Debate over Full Employment** Spring. Three credits. S. J. Mueller.

**761 Human-Resource Economics and Public Policy** Spring. Three credits. V. M. Briggs.

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



## University Administration

Frank H. T. Rhodes, President of the University  
W. Keith Kennedy, University Provost  
Thomas H. Meikle, Jr., Provost for Medical Affairs  
William G. Herbst, Senior Vice President  
W. Donald Cooke, Vice President for Research  
William D. Gurowitz, Vice President for Campus Affairs  
Robert T. Horn, Vice President, Treasurer, and Chief Investment Officer  
Robert M. Matyas, Vice President for Facilities and Business Operations  
Richard M. Ramin, Vice President for Public Affairs  
Alison P. Casarett, Vice Provost  
Kenneth M. King, Vice Provost  
Larry I. Palmer, Vice Provost  
James W. Spencer, Vice Provost  
Peter C. Stein, Vice Provost  
Walter J. Relihan, Jr., Secretary of the Corporation and University Counsel  
J. Robert Barlow, Special Assistant to the President  
Neal R. Stamp, Senior Counsel to the University  
Kenneth I. Greisen, Dean of the University Faculty

## Council of the School

John M. Baitsell, Manager, Corporate Labor Relations, Mobil Oil Corporation; Cochairman of the Council

Jack Golodner, Director, Department of Professional Employees, AFL-CIO; Cochairman of the Council  
Clifford A. Allanson, Member Emeritus of the Council  
Carl Behnke, Director of Industrial Relations, Edison Electric Institute  
Walton E. Burdick, Vice President, Personnel, International Business Machines Corporation  
Raymond R. Corbett, President, New York State AFL-CIO  
Peter Cusack, Vice President, Personnel, American Broadcasting Companies  
Harry T. Edwards, Circuit Judge, United States Court of Appeals  
Richard N. Goldstein, Dretzin and Kauff, P.C.  
William B. Gould, Professor, Stanford University Law School  
Marcia L. Greenbaum, Arbitrator  
Joan Greenspan, Assistant Executive Secretary, American Guild of Musical Artists  
William B. Groat, Member of the Council  
William D. Hassett, Jr., Commissioner, New York State Department of Commerce  
John D. Hostutler, General Manager, Industrial Management Council of Rochester, New York  
Russell C. McCarthy, Member Emeritus of the Council  
Jean McKelvey, Professor Emeritus, ILR, Cornell University

Howard Molisani, Secretary-Treasurer, New York State AFL-CIO  
 Thomas Natchuras, Assistant Regional Director, Region 9, International Union, United Automobile, Aerospace and Agricultural Implement Workers of America  
 Harold Newman, Chairman, New York State Public Employment Relations Board  
 Rudy Oswald, Director, Department of Research, AFL-CIO  
 Lillian Roberts, Industrial Commissioner, New York State Department of Labor  
 Eva Robins, Arbitrator (President, National Academy of Arbitrators)  
 Raymond T. Schuler, President, Business Council of New York State  
 Jacob Seidenberg, Arbitrator  
 Albert Shanker, President, United Federation of Teachers  
 Joseph Shaw, Member Emeritus of the Council  
 Jacob Sheinkman, Secretary-Treasurer, Amalgamated Clothing and Textile Workers of America  
 Douglas Soutar, Vice President, Industrial Relations, ASARCO  
 John J. Sweeney, President, The Greater New York Joint Council Number 11, Service Employees International Union  
 Harry Van Arsdale, Jr., President, New York City Central Labor Council, AFL-CIO  
 June Weisberger, Professor, University of Wisconsin Law School  
 Paul Yager, Director, Region 1, Federal Mediation and Conciliation Service

### **Administration of the School**

Charles M. Rehmus, Ph.D., Dean of the School  
 Robert E. Doherty, Ed.D., Associate Dean of the School  
 Lois S. Gray, Ph.D., Associate Dean for Extension and Public Service  
 Frank B. Miller, Ph.D., Director, Office of Resident Instruction  
 Lawrence K. Williams, Ph.D., Graduate Faculty Representative  
 Frances Benson, B.A., Director of Publications

George M. Calvert, M.B.A., Director of Budget and Institutional Planning  
 David D. Eastman, B.A., Director of School Services  
 Ronald Ehrenberg, Ph.D., Director of Research  
 Virginia W. Freeman, Registrar  
 Kay Gilcher, M.A., Director, Career Services  
 Shirley F. Harper, M.A., School Librarian  
 Jonathon D. Levy, B.S., Director of Special Programs and School Relations  
 Alice D. Moore, A.A.S., Personnel Officer

### **Graduate Faculty in Industrial and Labor Relations**

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

James A. Gross (Ph.D., Wisconsin, labor economics and industrial relations), Professor, Chairman of the Department  
 John F. Burton (Ph.D., Michigan, economics), Professor  
 Donald E. Cullen (Ph.D., Cornell, industrial and labor relations), Professor  
 Cletus Daniel (Ph.D., Washington, history), Associate Professor  
 Robert E. Doherty (Ed.D., Columbia, history), Professor, Extension Specialist  
 Ronald Donovan (M.A., Minnesota, industrial and labor relations), Professor, Extension Specialist  
 Michael E. Gold (J. D., Stanford), Assistant Professor  
 Kurt L. Hanslowe (LL.B., Harvard), Professor  
 Matthew A. Kelly (Ph.D., Princeton, economics), Professor, Extension Specialist  
 A. Gerd Korman (Ph.D., Wisconsin, history), Professor  
 David B. Lipsky (Ph.D., M.I.T., economics), Professor  
 James O. Morris (Ph.D., Michigan, history), Professor  
 Charles M. Rehmus (Ph.D., Stanford, political science), Professor  
 Philip Ross (Ph.D., Brown, economics), Professor  
 John P. Windmuller (Ph.D., Cornell, industrial and labor relations), Professor

### Department of Economic and Social Statistics

- Philip J. McCarthy (Ph.D., Princeton, mathematics and statistics), Professor, Chairman of the Department  
 Isadore Blumen (Ph.D., North Carolina, statistics), Professor  
 Ivor Francis (Ph.D., Harvard, statistics), Associate Professor  
 Paul Velleman (Ph.D., Princeton, statistics), Associate Professor

### Department of International and Comparative Labor Relations

- John P. Windmuller (Ph.D., Cornell, industrial and labor relations), Professor, Chairman of the Department  
 M. Gardner Clark (Ph.D., Harvard, economics), Professor  
 Gary Fields (Ph.D., Michigan, economics), Associate Professor  
 Walter Galenson (Ph.D., Columbia, economics), Jacob Gould Schurman Professor

### Department of Labor Economics

- Robert S. Smith (Ph.D., Stanford, economics), Associate Professor, Chairman of the Department  
 Robert L. Aronson (Ph.D., Princeton, economics), Professor  
 John F. Burton (Ph.D., Michigan, economics), Professor  
 Richard J. Butler (Ph.D., Chicago, economics), Associate Professor  
 M. Gardner Clark (Ph.D., Harvard, economics), Professor  
 Ronald Ehrenberg (Ph.D., Northwestern, economics), Professor  
 Gary Fields (Ph.D., Michigan, economics), Associate Professor  
 Walter Galenson (Ph.D., Columbia, economics), Jacob Gould Schurman Professor  
 Robert M. Hutchens (Ph.D., Wisconsin, economics), Associate Professor  
 Olivia S. Mitchell (Ph.D., Wisconsin, economics), Assistant Professor

### Department of Organizational Behavior

- Howard E. Aldrich (Ph.D., Michigan, sociology), Professor, Chairman of the Department  
 Samuel Bacharach (Ph.D., Wisconsin, psychology), Associate Professor  
 Leopold W. Gruenfeld (Ph.D., Purdue, psychology), Professor  
 Tove H. Hammer (Ph.D., Maryland, industrial-social psychology), Associate Professor  
 Sandra Kirmeyer (Ph.D., Claremont, psychology), Assistant Professor  
 Ned A. Rosen (Ph.D., Purdue, psychology), Professor  
 Robert N. Stern (Ph.D., Vanderbilt, sociology), Associate Professor  
 Harrison M. Trice (Ph.D., Wisconsin, sociology), Professor  
 Lawrence K. Williams (Ph.D., Michigan, psychology), Professor

### Department of Personnel and Human-Resource Studies

- Lee D. Dyer (Ph.D., Wisconsin, organizational behavior and personnel), Associate Professor, Chairman of the Department  
 Vernon M. Briggs, Jr. (Ph.D., Michigan State, economics), Professor  
 Felician F. Foltman (Ph.D., Cornell, industrial and labor relations), Professor  
 William W. Frank (Ph.D., Michigan State, communications), Professor, Extension Specialist  
 George T. Milkovich (Ph.D., Minnesota, industrial relations), Professor  
 Frank B. Miller (Ph.D., Cornell, industrial and labor relations), Professor  
 Susan J. Mueller (Ph.D., Cornell, sociology), Assistant Professor  
 Robert F. Risley (Ph.D., Cornell, industrial and labor relations), Professor  
 William J. Wasmuth (D.B.A., Indiana), Professor, Extension Specialist  
 William B. Wolf (Ph.D., Chicago, industrial relations), Professor

