

NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS AT CORNELL UNIVERSITY 1959-1960

**The School of Industrial and Labor Relations
at Cornell University Is a Contract Unit of
the State University of New York.**

CORNELL UNIVERSITY ANNOUNCEMENTS

Published by Cornell University at Edmund Ezra Day Hall, 18 East Avenue, Ithaca, New York, every two weeks throughout the calendar year. Volume 50. Number 15. January 14, 1959. Second-class mail privileges authorized at the post office at Ithaca, New York, December 14, 1916, under the act of August 24, 1912.

CONTENTS

THE ACADEMIC CALENDAR.....	<i>Inside front cover</i>
TRUSTEES AND ADVISORY COUNCIL.....	3
FACULTY AND STAFF.....	5
HISTORY AND PURPOSE OF THE SCHOOL.....	7
THE UNDERGRADUATE PROGRAM.....	9
Vocational Opportunities.....	9
Admission of Undergraduate Students.....	10
Expenses for Undergraduate Students.....	12
Tuition and Fees.....	12
Student Housing and Dining Arrangements.....	14
Scholarships and Financial Aid.....	15
Degree Requirements.....	17
The Curriculum.....	17
Work Experience Requirement.....	19
Military Training and Physical Education.....	19
Description of Required Courses.....	20
Undergraduate Courses.....	24
THE GRADUATE PROGRAM.....	33
Organization of Graduate Work.....	33
Admission of Graduate Students.....	34
Special Information.....	35
Graduate Student Housing.....	35
Expenses for Graduate Students.....	35
Graduate Assistantships, Scholarships, and Fellowships.....	36
Degree Requirements.....	38
Residence.....	38
Academic Programs.....	38
Approved Major and Minor Subjects.....	40
Graduate Courses and Seminars.....	43
UNIVERSITY SUMMER SCHOOL.....	52
RESEARCH AND PUBLICATIONS.....	53
INSTITUTE OF INTERNATIONAL INDUSTRIAL AND	
LABOR RELATIONS.....	54
THE LIBRARY.....	54
EXTENSION.....	56
On-Campus Special Programs.....	58
LIST OF ANNOUNCEMENTS.....	<i>Inside back cover</i>

THE BOARD OF TRUSTEES, CORNELL UNIVERSITY

John L. Collyer, *Chairman*

James E. Allen, Jr.*

Webster J. Birdsall*

Morris G. Bishop

Walker L. Cisler

Frank S. Columbus

William E. Cornell

Arthur H. Dean

Edward T. Dickinson*

Mary H. Donlon

Victor Emanuel

Paul E. Fitzpatrick

Horace C. Flanigan

Robert Forrester

A. Wright Gibson

Leroy R. Grumman

Larry E. Gubb

Walter C. Heasley, Jr.

Oswald D. Heck*

Louis Hollander

Herbert Fisk Johnson

John S. Knight

J. Preston Levis

William Littlewood

Franklin A. Long

Isador Lubin*

E. Hugh Luckey

Mrs. Thomas T. Mackie

Albert K. Mitchell

John M. Olin

Spencer T. Olin

Sherman Peer*

Fred H. Rhodes

Joseph P. Ripley

Nelson A. Rockefeller*

Francis H. Scheetz

Leslie R. Severinghaus

Harold M. Stanley

John E. Sullivan

John P. Syme

Allan H. Treman

Elbert P. Tuttle

Maxwell M. Upson

Preston A. Wade

Herman T. Warshow

Don J. Wickham*

Malcolm Wilson*

Frederic C. Wood

Deane W. Malott, *President of Cornell University**

STATE UNIVERSITY OF NEW YORK

BOARD OF TRUSTEES

Frank C. Moore, *Chairman*

Alger B. Chapman

Mrs. Betty Hawley Donnelly

Boyd E. Golder

Frederick F. Greenman

Samuel Hausman

Morris Iushewitz

Keith S. McHugh

Dr. Peter Marshall Murray

Joseph J. Myler

Theodore Tannenwald

Mrs. John A. Warner

James J. Warren

Don J. Wickham

*Trustee ex officio. Members of both boards are listed as of December 19, 1958.

ADVISORY COUNCIL OF THE SCHOOL

1958-1959

WILLIAM LITTLEWOOD, *Vice President, American Airlines, Inc., Chairman of the Council*

CLIFFORD A. ALLANSON, *Executive Manager, New York State Council of Retail Merchants*

JAMES E. ALLEN, JR., *Commissioner of Education, State of New York**

SANFORD S. ATWOOD, *Provost, Cornell University**

MARTIN P. CATHERWOOD, *Dean of the School**

FRANK S. COLUMBUS, *Chairman, New York State Legislative Board, Brotherhood of Locomotive Firemen and Enginemen*

EDWARD T. DICKINSON, *Commissioner of Commerce, State of New York**

HON. MARY H. DONLON, *Federal Judge, U.S. Customs Court*

STEPHEN F. DUNN, *Vice President, Government Relations Division, National Association of Manufacturers*

HAROLD J. GARNO, *Secretary-Treasurer, New York State CIO Council*

HON. WILLIAM B. GROAT, JR., *County Judge of Queens County, New York*

HAROLD C. HANOVER, *President, New York State Federation of Labor*

H. FOLLETT HODGKINS, SR., *President, Lipe-Rollway Corporation, Syracuse, New York*

LOUIS HOLLANDER, *President, New York State CIO Council*

ISADOR LUBIN, *Industrial Commissioner, State of New York**

DEANE W. MALOTT, *President of the University**

RUSSELL C. MCCARTHY, *Manager, Industrial Management Council, Rochester, New York*

JOSEPH R. SHAW, *President, Associated Industries of New York State, Inc.*

JOHN E. SULLIVAN, *Attorney, Sullivan & Winner, Elmira, New York*

HERMAN T. WARSHOW, *Former Vice President and Director, National Lead Company*

BURTON A. ZORN, *Attorney, Proskauer, Ross, Goetz & Mendelsohn, New York City*

*Member ex officio.

FACULTY AND STAFF

DEANE W. MALOTT, M.B.A., LL.D., D.C.S., *President of the University*
MARTIN P. CATHERWOOD, Ph.D., *Dean of the School and Professor*
LEONARD P. ADAMS, Ph.D., *Director of Research and Professor*
C. ARNOLD HANSON, Ph.D., *Director, Office of Resident Instruction, and Professor*

ALPHEUS W. SMITH, Ph.D., *Director of Extension and Professor*
J. GORMLY MILLER, B.S. in L.S., *School Librarian and Professor*
JOHN D. PATERSON, B. Acc., *Administrative Assistant*
ROBERT F. RISLEY, Ph.D., *Coordinator of Special Programs and Associate Professor*

ROBERT L. ARONSON, Ph.D., *Associate Professor*

ALBERT A. BLUM, Ph.D., *Assistant Professor*

ISADORE BLUMEN, Ph.D., *Associate Professor*

JOHN A. BRITTAIN, Ph.D., *Assistant Professor*

WALTER E. BRODERICK, M.B.A., *Director, Extension District, Albany*

TEMPLE BURLING, M.D., *Professor*

JAMES CAMPBELL, Ph.D., *Associate Professor*

RALPH N. CAMPBELL, M.B.A., *Professor*

JESSE T. CARPENTER, Ph.D., *Associate Professor*

M. GARDNER CLARK, Ph.D., *Professor*

MARY ANN COGHILL, M.A., *Research Associate*

ALICE H. COOK, B.L., *Associate Professor*

RUDOLPH CORVINI, Ph.D., *Associate Professor*

WALTER J. COUPER, Ph.D., *Visiting Research Professor*

DONALD E. CULLEN, Ph.D., *Associate Professor*

GILBERT DAVID, Ph.D., *Visiting Lecturer, Extension District, New York City*

DONALD P. DIETRICH, M.A., *Counselor*

RONALD DONOVAN, M.A., *Extension Specialist and Assistant Professor*

FRANCES P. EAGAN, A.M., *Research Associate*

LEONE W. ECKERT, M.B.A., *Assistant College Librarian*

SARA L. ELLISON, B.S., *Assistant Librarian*

ELEANOR EMERSON, A.B., *Extension Specialist and Associate Professor*

LYNN A. EMERSON, Ph.D., *Professor, Emeritus*

ROBERT H. FERGUSON, Ph.D., *Professor*

FELICIAN F. FOLTMAN, Ph.D., *Associate Professor*

EARL B. FRENCH, Ph.D., *Extension Specialist and Assistant Professor*

JOSEPH W. GARBARINO, Ph.D., *Visiting Professor*

RICHARD M. GORDON, M.A., *Director, Extension District, Buffalo*

LOIS S. GRAY, M.A., *Director, Extension District, New York City*

KURT L. HANSLOWE, B.A., LL.B., *Visiting Associate Professor*

ALEX HAWRYLUK, B.S., *Field Representative, Extension District, New York City*

WAYNE L. HODGES, M.A., *Professor*
GRACE HORTON, *Assistant Librarian*
VERNON H. JENSEN, Ph.D., *Professor*
MILTON R. KONVITZ, Jur.D., Ph.D., Litt.D., *Professor*
HENRY A. LANDSBERGER, Ph.D., *Assistant Professor*
ELIZABETH S. LANDIS, A.B., LL.B., *Research Associate*
WALTER L. LEIBOWITZ, M.A., *Research Associate*
DUNCAN MACINTYRE, Ph.D., *Professor*
PHILIP J. MCCARTHY, Ph.D., *Professor*
JOHN W. MCCONNELL, Ph.D., *Professor*
JEAN T. MCKELVEY, Ph.D., *Professor*
EMIL A. MESICS, M.A., *Associate Professor*
FRANK B. MILLER, Ph.D., *Assistant Professor*
JAMES O. MORRIS, Ph.D., *Assistant Professor*
BERNARD G. NAAS, B.S. in L.S., *Associate College Librarian*
ANTONIA H. NELL, M.S., *Research Associate*
MAURICE F. NEUFELD, Ph.D., *Professor*
FRANCES PERKINS, B.A., LL.D., *Visiting Lecturer*
HARLAN B. PERRINS, JR., M.A., *Extension Specialist and Assistant Professor*
ROBERT L. RAIMON, Ph.D., *Associate Professor*
MARGARET L. ROSENZWEIG, B.A., LL.B., *Research Associate*
CARMELITA SAKR, *Assistant Librarian*
J. WOODROW SAYRE, M.A., *Extension Specialist and Assistant Professor*
MARTIN E. SEGAL, *Visiting Lecturer*
ALLAN E. SNYDER, M.I.L.R., *Research Associate*
CURTIS W. STUCKI, M.A., *Assistant Librarian*
N. ARNOLD TOLLES, Ph.D., *Professor*
WILLIAM A. TOOMEY, JR., B.A., LL.B., *Assistant Director, Extension District, Albany*
HARRISON M. TRICE, Ph.D., *Assistant Professor*
RAYMOND C. WEDLAKE, M.A., *Assistant Director, Extension District, Buffalo*
GLADYS W. WHITE, M.L.S., *Assistant Librarian*
WILLIAM F. WHYTE, Ph.D., *Professor*
JOHN P. WINDMULLER, Ph.D., *Associate Professor*
WALLACE WOHLKING, M.S., *Assistant Director, Extension District, New York City*

MEMBERS FROM OTHER FACULTIES

ALEXANDER H. LEIGHTON, M.D., *Professor of Sociology and Anthropology*
ROYAL E. MONTGOMERY, Ph.D., *Professor of Economics*
BERTRAM F. WILLCOX, A.B., LL.B., *Professor of Law*

HISTORY AND PURPOSE OF THE SCHOOL

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

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

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

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

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

The School came into existence as a part of Cornell University on November 5, 1945, with the admission of its first group of resident students. Subsequently, the research and extension programs were initiated, and the School moved forward to meet the responsibilities stipulated in its legislative mandate.

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

The School operates through three major functional divisions;

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

THE UNDERGRADUATE PROGRAM

STUDENTS pursuing a program leading to the Bachelor of Science degree are required to complete four years of academic work. Courses in the first and second years of the undergraduate program provide the student with a background in the social sciences and in the techniques of analysis and expression. In the third and fourth years, courses directly concerned with labor-management relations and related fields are emphasized.

As an important supplement to the normal classroom instruction, the School regularly brings to the campus a substantial number of visitors and lecturers from labor, management, and public agencies. These men and women provide a continuing contact with the field through lectures in classes and informal discussion. Important also in this connection is the Mary Donlon Lectureship series, in which outstanding speakers present current information on workmen's compensation and related social security subjects.

VOCATIONAL OPPORTUNITIES

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

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

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

service assignments with government-operated agencies such as the TVA and the Atomic Energy Commission.

Graduates interested in work in organized labor may anticipate employment in two principal areas of trade union activity. The first of these comprises work in the line structure of the union and usually entails a substantial period of service in a local union prior to the assumption of positions of responsibility. The other area comprises the technical staff functions such as research, public relations, and educational work, into which those qualified may move directly.

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

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

The School, through its Office of Resident Instruction, offers placement assistance to graduating students and alumni seeking permanent employment.

ADMISSION OF UNDERGRADUATE STUDENTS

The School follows the admissions procedure of Cornell University as described in the *General Information Announcement*, which may be obtained by writing to the Announcements Office, Edmund Ezra Day Hall. The official application blanks can be obtained from the Office of Admissions, Cornell University. In addition, each applicant is required to submit a 500-word statement (preferably typewritten) indicating the nature of his work experience and the basis of his interest in the field of industrial and labor relations. The application materials required of all applicants must be in the Office of Admissions by the following dates: for spring term: December 1; for fall term: March 1.

Personal interviews with students applying for admission are conducted by the selection committee. Interviewers from the School visit central localities in the state each spring (March 15–April 15) for this purpose. Applicants are advised in advance concerning these interviews. Transfer students applying for the February term should arrange for a visit to Ithaca during the period November 1–January 1. Students from outside the State of New York should, if at all possible, arrange

for a visit to Ithaca early in the admissions period to complete this interview.

Admission to the undergraduate program may be gained through matriculation as a freshman, as a transfer student from another college or university, or, in limited instances, as a Special Student not in candidacy for a degree. In making its selection, the School will endeavor to secure geographic representation of qualified students from all parts of New York State. A limited number of students from other states and nations will also be admitted.

The School has for several years followed the policy of admitting freshmen only for the September term inasmuch as first-year student programs cannot be arranged beginning at the February term. Students applying as transfer candidates may be admitted in the September term and in the February term.

The Admissions Committee will select students in terms of these criteria:

(1) *ACADEMIC PREPARATION*

(a) *Freshman*: A candidate for admission as a freshman must satisfactorily complete secondary school subjects carrying a value of 16 entrance units. The 16 units should, in the main, be made up of English, 4 units; foreign language (ancient or modern), mathematics, science, and social studies (including history). Applicants from New York State are required to submit either a report of secondary school certification or the results of the Regents Examinations in subjects which are offered for entrance. The Scholastic Aptitude Test of the College Entrance Examination Board is required of all applicants. Applicants are urged to take the January College Board Tests and may obtain a descriptive bulletin listing the places and times they are given by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey.

(b) *Transfer Students*: A student who has attended another college or university and desires to transfer to the undergraduate program in the School should submit an official transcript from the institution he has attended, giving evidence of good standing, and a statement of his secondary school record on a blank supplied by the Office of Admissions. The Scholastic Aptitude Test of the College Entrance Examination Board is required of all applicants.

(c) *Special Students*: A candidate for admission as a Special Student must demonstrate competence to pursue successfully college level work in this field. In addition to evidence of extensive appropriate work experience the candidate will be required to complete such other testing program as may be recommended by the selection committee. Admission to Special Student status is limited to mature persons who present evidence of extensive experience and competence for academic

work. Special Students will follow an approved program and normally are not candidates for a degree.

(2) *PERSONAL QUALIFICATIONS*

Demonstrated ability to work cooperatively with other individuals and groups and for leadership in promoting these cooperative relationships will be given substantial weight in selection of all candidates.

(3) *WORK EXPERIENCE*

Evidence of work experience either on a full-time or a part-time basis is desirable. Freshmen and transfer applicants who have not had work experience may be required to spend the summer prior to their matriculation in gainful employment in addition to the work-training requirements described in the undergraduate curriculum.

EXPENSES FOR UNDERGRADUATE STUDENTS

TUITION AND FEES

Tuition is free to undergraduate students who, at the time of their admission, are, and for at least twelve months prior thereto, have been bona fide residents of the State of New York. All students pay University fees.

Out-of-state students pay tuition of \$200 a term or \$400 for the academic year, plus University fees.

Tuition and other fees become due when the student registers, and the final date for payment of these charges, without penalty, is 20 days after registration. Failure to meet this obligation automatically terminates a student's enrollment. In exceptional circumstances, the Treasurer may grant an extension of time for completion of payments. In such instance, a fee of \$5 is charged, and upon reinstatement of a student who has been dropped for nonpayment, a fee of \$10 is charged. For reasons judged adequate, the latter fee may be waived in any individual case.

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

Tuition and other fees which the student must pay each term are listed as follows.

For all students:

Tuition (free to New York State residents)*.....	\$200.00
School and University composite fee*.....	113.50
Books and materials (estimated average).....	50.00
Total including tuition.....	\$363.50

*Special Students also are held for these fees.

An application fee of \$10 must be paid at the time an application for admission is submitted.

A registration fee of \$45 must be paid after the applicant has received notice of provisional acceptance. This fee covers matriculation charges and certain graduation expenses and establishes a fund for undergraduate and alumni class activities.

In addition to the tuition and fee charges indicated above, a deposit of \$30 is required for a uniform, payable at registration in the first term by those enrolling in the Basic Course in Military Science and Tactics. Most of this deposit is returned as earned uniform allowance upon completion of the Basic Course.

The School and University composite fee of \$113.50 indicated above is required of every student at the beginning of each term and covers these services:

(1) *HEALTH SERVICES AND MEDICAL CARE.* These services are centered in the Gannett Medical Clinic or out-patient department and in the Cornell Infirmary or hospital. Students are entitled to unlimited visits at the Clinic; laboratory and X-ray examinations indicated for diagnosis and treatment; hospitalization in the Infirmary with medical care for a maximum of fourteen days each term and emergency surgical care. On a voluntary basis, insurance is available to supplement the services provided by the General Fee. For further details, including charges for special services, see the *General Information Announcement*.

(2) *LABORATORY SERVICES* for courses taken in the State Colleges.

(3) *UNIVERSITY ADMINISTRATION AND SERVICES.*

(4) *PHYSICAL RECREATION.* Available to each male student are the University's gymnasium and recreation facilities in Barton Hall, Teagle Hall, Lynah Hall, or Schoellkopf Memorial Building. Each woman student is entitled to use of the women's gymnasium, recreation rooms, and playgrounds and to the use of a locker.

(5) *WILLARD STRAIGHT HALL MEMBERSHIP.* Through Willard Straight Hall, the student union of the University, a medium is provided by which all students may participate in the social and recreational activities afforded by its operation.

(6) *STUDENT ACTIVITIES.* Assistance is provided to various student activity programs through the student activities fund.

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

STUDENT HOUSING AND DINING ARRANGEMENTS

MEN

Cornell University provides, on the campus, dormitory facilities for about 2,100 men. Complete cafeteria and dining service is provided in Willard Straight Hall, the student union building, which is situated between the dormitories and the academic buildings. In addition, there is a cafeteria in Martha Van Rensselaer Hall, operated by the College of Home Economics, and also one in Stocking Hall, operated by the Dairy Department. Male students are not required to live in dormitories and are individually responsible for making their own living and dining arrangements. As a matter of convenience for those who wish to live in dormitories, application forms will be mailed to each male candidate for admission as a freshman or a transfer student at the time of notification of provisional acceptance to the University. Housing in dormitories can be guaranteed for undergraduate men who have been admitted to the University and have filed dormitory applications by June 1.

Male graduate students may make application for dormitory housing directly to the Department of Residential Halls, Edmund Ezra Day Hall.

Off-campus housing may be obtained in private homes and rooming houses. The University, as a service to students, maintains a listing of available rooms and apartments. Inquiries should be addressed to the Off-campus Housing Office, Edmund Ezra Day Hall.

WOMEN

The University provides dormitories for the housing of undergraduate and graduate women. These residence units are supplemented by fourteen sorority houses in areas close to the dormitories. With few exceptions all undergraduate women students are required, under University policy, to live and take their meals in Residential Halls units or a sorority house (for members only). Permission to live elsewhere in Ithaca is granted only under exceptional circumstances upon written application to the Office of the Dean of Women, Edmund Ezra Day Hall.

An application form for living accommodations for undergraduate women will be sent with the notice of provisional acceptance from the Office of Admissions to each candidate. Graduate women should make application for University dormitory housing directly to the Department of Residential Halls.

MARRIED STUDENTS

Housing for married students is available in the University-operated,

96-unit family housing development known as the Pleasant Grove Apartments, in the recently renovated 84-unit development southeast of the campus (Cornell Quarters), or in privately owned properties in Ithaca and vicinity. Inquiries should be directed to the Off-Campus Housing Office, Residential Halls, Edmund Ezra Day Hall.

SCHOLARSHIPS AND FINANCIAL AID

Students seeking admission as freshmen may wish to investigate freshman scholarships awarded by Cornell University and by the State of New York. Information concerning awards may be obtained from the Scholarship Secretary, Office of Admissions. Those eligible for New York State awards by virtue of graduation from common schools and academies of New York State should apply to their local high school principal or to the Commissioner of Education, Albany, New York, for details. Candidates for these awards are urged to make early application and to investigate carefully the requirements of these awards.

Opportunities for part-time work are described in the *General Information Announcement* of the University.

In addition to the University resources, the following scholarship funds are for students in the School. Inquiries concerning these scholarships should be addressed to the Director, Office of Resident Instruction, School of Industrial and Labor Relations.

BORDEN INDUSTRIAL AND LABOR RELATIONS SCHOLARSHIP AWARD. . . . Award of \$300 made at the beginning of the senior year to the undergraduate man or woman who has achieved the highest average grade among the members of the senior class for the four most recent terms of academic work in the School of Industrial and Labor Relations.

DANIEL ALPERN MEMORIAL PRIZE. . . . Awards of \$100 are made each year to outstanding graduating seniors elected by the faculty on the basis of scholarship and student activities.

DANIEL ALPERN MEMORIAL SCHOLARSHIPS. . . . Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of scholarship and need.

FATHER WILLIAM J. KELLEY, O.M.I., SCHOLARSHIP. . . . Established by Local Union No. 3 of the International Brotherhood of Electrical Workers, AFL, in honor of Father William J. Kelley, O.M.I. Open to undergraduate students who are sons or daughters of members of Local Union No. 3. Award of \$1,200 per year for a four-year period, dependent upon satisfactory progress, with one award made each year to an incoming student. Awarded on the basis of scholarship and professional promise.

FRANK J. DOFT MEMORIAL FUND... Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of scholarship and need, with preference given to the physically handicapped.

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

INDUSTRIAL AND LABOR RELATIONS SCHOLARSHIP FUND... Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of scholarship and need.

LOCAL 325 SCHOLARSHIP... Established by the Cooks, Counter-men, Soda Dispensers, Food Checkers, Cashiers and Assistants Union of Brooklyn and Queens (Hotel and Restaurant Employees and Bartenders International Union, AFL-CIO). Open to qualified sons and daughters of members and to qualified members of Local 325. Award of \$1,000 for the first year and \$500 per year for three additional years for degree candidates.

NEW YORK STATE COUNCIL OF MACHINISTS SCHOLARSHIP... Annual award open to qualified undergraduate students selected on the basis of (a) interest in such matters as improved race relations, advancement of democratic trade unionism, greater world understanding, and related issues; (b) scholarship; and (c) need for assistance. Where the first two factors are of a high order, the third should be controlling. Preference given to sophomore and junior students.

NONRESIDENT TUITION SCHOLARSHIPS... Open to students who are not residents of New York State. One of the purposes of these scholarships is to assist students from foreign countries, but when no qualified foreign students are available, the scholarships may be extended to any qualified out-of-state students. Annual award, \$300 applicable to tuition only. Tenure, not limited. Four scholarships. Need and academic achievement considered.

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

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

DEGREE REQUIREMENTS

To be eligible for the degree of Bachelor of Science, students are required to complete successfully the prescribed curriculum and electives of 120 credit hours, the work-training requirements, and the physical education and military training requirements of the University. The nature of these requirements is described below.

In order to maintain good standing in the School and to be eligible for graduation the student must have a grade average of at least 70 in all the subjects he takes at the University. The passing grade for a course in Cornell University is 60.

Students entering by transfer may expect to receive credit toward these requirements in accordance with the policies of the School. A statement describing the transfer credit policy is available on request. In general, credit is granted for courses of satisfactory quality and content which are equivalent to the required courses. In addition, credit for elective courses completed satisfactorily is limited in direct proportion to the amount of required hours met but not to exceed a maximum of 21 elective credit hours. In all instances students entering by transfer will be required to complete a minimum of four terms of residence in the School, irrespective of the amount of transfer credit granted. It should be noted that admission by transfer may result in a loss of credit.

THE CURRICULUM

The following outline of the curriculum indicates the sequence of courses. Course descriptions can be found on pages 20-32. Students must complete 120 hours of academic work, 90 hours of which are required subjects.

Certain of the courses in the four-year curriculum are offered by the faculties of other colleges of the University and are so designated in the listing below. Selection of elective courses is made in terms of the student's interest and with the guidance of his adviser.

FRESHMAN YEAR

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
English 111 (A&S)*	3	English 112 (A&S)	3
Development of Economic Institutions 190	3	Modern Economic Society 103 (A&S)	3
Man and Culture: Introduction to Anthropology 103 (A&S)	3	Accounting 84 (HA)	3
American Government 101 (A&S)	3	Psychology 101 (A&S)	3
Industrial Occupations and Processes 192	3	Organization and Management of Production 3236 (Eng)	3
—	—	—	—
	15		15

Work training—10 weeks

SOPHOMORE YEAR

Modern Economic Society 104 (A&S)	3	Development of Economic Institutions 191	3
Human Relations 220	3	Personnel Administration 260	3
Statistics I 210	3	Economic and Social Statistics 211	3
Public Speaking 101 (A&S)	3	Corporate Enterprise in the American Economy 511 (A&S)	3
Elective	3	Elective	3
—	—	—	—
	15		15

Work training—10 weeks

JUNIOR YEAR

Labor Union History 350	3	Labor Union Administration 351	3
Business and Industrial History 390	3	Labor Relations Law and Legislation 300	3
Economics of Wages and Employment 340	3	Protective Labor Legislation 370	3
Elective	3	Elective	3
Elective	3	Elective	3
—	—	—	—
	15		15

Work training—10 weeks

SENIOR YEAR

Humanities (A&S)	3	Humanities (A&S)	3
Development of American Ideals 290	3	Development of American Ideals 291	3
Labor Relations Contract Making & Administration 400	3	Elective	3
Social Security 470	3	Elective	3
Elective	3	Elective	3
—	—	—	—
	15		15

*Abbreviations:

A&S—College of Arts and Sciences

Eng—College of Engineering

HA—School of Hotel Administration

WORK EXPERIENCE REQUIREMENT

One of the requirements for the undergraduate degree is thirty weeks of work experience. The purpose of the requirement is to permit students to acquire at first hand an understanding of the viewpoints, problems, and procedures of management, labor, and government in the conduct of industrial and labor relations. The requirement may be met by ten weeks of employment during each of three summers after admission, or by a combination of up to twenty weeks of pre-admission work experience and ten weeks employment after admission. The student is responsible for obtaining the appropriate work experience and for submitting necessary reports, but the School will counsel and aid the student in every way possible.

BUREAU OF NATIONAL AFFAIRS INTERNSHIP

One of the summer work opportunities for which men and women students may compete is an internship in the labor relations editorial field. This internship carries a stipend of \$650 for a period of ten weeks. Selection is in terms of academic achievement and interest in the labor relations editorial field.

UNIVERSITY REQUIREMENTS IN MILITARY TRAINING AND PHYSICAL EDUCATION

MILITARY TRAINING

As a land grant institution chartered under the Morrill Act of 1862, Cornell offers courses in military science which include all branches of the service (Army, Air Force, Navy, and Marines). Successful completion of such courses and receipt of a baccalaureate degree qualify a male student for a commission as an officer in the Regular or Reserve components of the Army, Navy, Marines, or Air Force.

Participation in military training during the first four terms is mandatory for all physically qualified undergraduate men who are United States citizens. Satisfactory completion of the basic course in military science and tactics, air science, or naval science fulfills this requirement. For a student entering with advanced standing, the number of terms of military training required is to be reduced by the number of terms which he has satisfactorily completed (not necessarily including military science) in a college of recognized standing. Service in the armed forces may under certain conditions also satisfy the military training requirement.

Entering students who have had previous ROTC training in secondary or military schools, are requested to obtain DA Form 131 (Stu-

dent's Record—ROTC) from the institution previously attended. This record should then be presented to the appropriate military department during registration. (See also the *Announcement of the Independent Divisions and Departments*.)

Students with the necessary preparation may fulfill the requirements of the NROTC program and also qualify for a degree from the School of Industrial and Labor Relations. Such students must meet all of the regular requirements for graduation from the School as well as those prescribed by the Bureau of Naval Personnel.

PHYSICAL EDUCATION

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

Exemption from this requirement may be made by the Committee designated above, when it is recommended by the Medical Office or the Department of Physical Education, or because of unusual conditions of age, residence, or outside responsibilities. An exemption recommended by the Department of Physical Education shall be given only to students who meet standards of physical condition established by the Department of Physical Education and approved by the Committee on Requirements for Graduation. Students who have been discharged from the armed services may be exempted.

For students entering with advanced standing, the number of terms of physical education required is to be reduced by the number of terms which the student has satisfactorily completed (whether or not physical education was included in his program) in a college of recognized standing.

DESCRIPTION OF REQUIRED COURSES

FRESHMAN YEAR

ENGLISH (A&S)* 111, 112. Credit three hours a term. Course 111 is a prerequisite to 112. Fall and spring terms, respectively.

Introductory course in reading and writing. The aim is to increase the student's ability to communicate his own thought and to understand the thought of others.

ACCOUNTING (HA) 84. Credit three hours. Spring term.

Fundamental principles of accounting with emphasis on the interpretation of financial statements. Includes inventory adjustments, accruals, depreciation, payroll, and payroll taxes. Accounting for the corporate type of business enterprise is especially stressed.

**Abbreviations:*

A&S—College of Arts and Sciences

Eng—College of Engineering

ILR—School of Industrial and Labor Relations

HA—School of Hotel Administration

PSYCHOLOGY (A&S) 101. Credit three hours. Either term.

An introduction to the scientific study of behavior and experience, covering such topics as perception, motivation, emotion, learning, thinking, personality, and individual differences. This course is prerequisite to further work in the Department of Psychology.

MAN AND CULTURE: AN INTRODUCTION TO ANTHROPOLOGY (A&S) 103. Credit three hours. Fall term.

An introduction to cultural anthropology. A study of the ways in which man everywhere—endowed with dependence, foresight, and imagination in a chaotic and complex world—creates through cultural behavior a predictable, livable, and human experience. The cultural organization of perceptions, feelings, ideas, and values and their relation to orderly systems of technology, social relations, religion, language, and other symbolic behavior; and the relation of these systems to normal and abnormal personal behavior and to continuity and change in history. The analysis of human behavior beyond the range of the great Western or North Atlantic cultural traditions gives the student some perspective for the study of complex civilizations in which he may be interested.

MODERN ECONOMIC SOCIETY (A&S) 103. Credit three hours. Spring term.

A survey of the existing economic order, its more salient and basic characteristics, and its operations. Analysis of economic behavior and of the functioning of modern economic institutions. Study of the individual economic unit and of aggregative economic activity and data.

DEVELOPMENT OF ECONOMIC INSTITUTIONS (ILR) 190. Credit three hours. Fall term. Open only to ILR students.

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

INDUSTRIAL OCCUPATIONS AND PROCESSES (ILR) 192. Credit three hours. Fall term. Open only to ILR students.

An analysis of the development and structure of American industry. Emphasis is given to understanding the dimensions and contributions of manufacturing industry; understanding company and unit organization, policies, and practices; and developing insight into occupational requirements and relationships as influenced by labor, management, and government. Field trips provide opportunity for observing organizational relationships; patterns of work-flow; product manufacture and utilization; personnel practices; composition of the work force; and the general level of labor-management relationships.

AMERICAN GOVERNMENT (A&S) 101. Credit three hours. Fall term.

A general introduction to American national government. Emphasis is placed upon historical development, organization, powers, and practical working.

ORGANIZATION AND MANAGEMENT OF PRODUCTION (Eng) 3236. Credit three hours. Spring term.

An introductory course in the field of industrial management covering organizational structure, including types of organization and a discussion of the organization of specific companies; principles of mass production; plant location and layout; methods analysis and time study; production planning and control; related functions of engineering, research, sales, purchasing, and cost control; technology, technical organization, and background of scientific management.

SOPHOMORE YEAR

PUBLIC SPEAKING (A&S) 101. Credit three hours. Either term. Not open to freshmen.

Designed to help the student communicate his ideas and convictions effectively in oral discourse. Study of basic principles of expository and persuasive speaking, with emphasis on finding, evaluating, and organizing materials, and on simplicity and directness of style and delivery. Practice in preparing and delivering speeches of various types on current issues, and in chairmanship; study of examples; conferences.

The services of the Speech Clinic are available to those students who need remedial exercises. Students whose native language is not English must obtain special clearance from the Department before registering.

MODERN ECONOMIC SOCIETY (A&S) 104. A continuation of Economics 103. Credit three hours. Fall term.

Survey of the existing economic order, its more salient and basic characteristics, and its operations. Analysis of economic behavior and of the functioning of modern economic institutions. Study of the individual economic unit and of aggregative economic activity and data.

DEVELOPMENT OF ECONOMIC INSTITUTIONS (ILR) 191. A continuation of ILR 190. Credit three hours. Spring term. Open only to ILR students.

A study of selected economic developments and problems of the past century, with particular emphasis on the United States. Attention is given to the concepts which are important for an analysis of current economic problems.

STATISTICS I (ILR) 210 (Statistical Reasoning). Credit three hours. Either term.

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

ECONOMIC AND SOCIAL STATISTICS (ILR) 211. Credit three hours. Either term. Prerequisite: Statistics I, ILR 210.

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

HUMAN RELATIONS (ILR) 220. Credit three hours. Fall term. Non-ILR students must secure permission of instructor at time of preregistration.

An analysis and appraisal of the social and psychological factors important in human relations in industry, aimed at giving the student some general acquaintance with the field and some methods for approaching the human problems he is likely to encounter. Topics include orientation to social science, the nature of individual behavior, the nature of organizations, interaction between individuals and organizations, and the process of problem solving in the organization.

CORPORATE ENTERPRISE IN THE AMERICAN ECONOMY (A&S) 511. Credit three hours. Fall and spring terms. Prerequisite: Economics 104.

An examination of the American business corporation as an economic institution. After a historical introduction, attention will be given to the current status of and problems created by the business corporation as the dominant device for ordering the allocation and administering the use of economic resources in the United States. Among the topics treated will be separation of ownership and management; segments of interest; reinvestment of earnings and the savings-investment process;

decision making in relation to taxation of corporations; the various forms of investment contract; government regulation; the public benefit corporation as a special case.

PERSONNEL ADMINISTRATION (ILR) 260. Credit three hours. Spring term. Open only to undergraduate ILR students.

A study of the ways of working with employees, as individuals and in groups, to ensure the best use of individual capacities, the greatest amount of personal and group satisfaction, and maximum service to the employing organization. Consideration is given to the development and organization of personnel administration, factors influencing the administration and appraisal of personnel functions, including recruitment, selection, placement, training and communications, job evaluation, compensation, performance rating, transfer, promotion, separation, employee services, health and safety, records and reports, and research. The relationship of personnel administration to union-management relations and collective bargaining will be briefly examined.

JUNIOR YEAR

LABOR RELATIONS LAW AND LEGISLATION (ILR) 300. Credit three hours. Spring term.

A study of the common law and legislation relating to labor relations on both federal and state levels. The antitrust laws as they affect labor relations, the Norris-LaGuardia Act, the Wagner Act, the Taft-Hartley Act, and the more recent legislative proposals and enactments will be studied. Decisions of courts and labor relations boards will be studied and discussed.

ECONOMICS OF WAGES AND EMPLOYMENT (ILR) 340. Credit three hours. Either term. Prerequisite: Economics 103-104 or equivalent.

Analysis of the major characteristics of the labor market. Topics include the labor force, theories of wages and employment, wage-level determination at the firm and industry level, determinants of trade union wage policy, and compatibility of stable prices and full employment.

LABOR UNION HISTORY (ILR) 350. Credit three hours. Fall term. Prerequisite: Economics 103-104.

General survey of the historical development of American labor movements before the Civil War. Special emphasis upon the rise of organized labor movements in the United States since 1865. Detailed discussion of problems which faced organizations such as the Knights of Labor, the AFL, and the CIO, along with various theories of the labor movement which help to explain the historical developments which have occurred. A third of the course is then devoted to a study of the history and objectives of representative international unions within the AFL-CIO.

LABOR UNION ADMINISTRATION (ILR) 351. Credit three hours. Spring term. Prerequisite: ILR 350.

A comprehensive review of the formal and informal structure, government, operations, and administrative problems of American labor unions as evidenced in the local union, joint boards, city centrals, state federations, internationals, and the national AFL-CIO. Detailed examination of labor union membership qualifications and rules, justice machinery, finances and dues, the labor press, research, education, public relations, political action, benefits and insurance, and cooperative ventures of unions. Emphasis upon the relationship between the internal operation of unions and their collective bargaining activities. Each student is expected to make an intensive study of the administrative organization and operation of one international union.

PROTECTIVE LABOR LEGISLATION (ILR) 370. Credit three hours. Spring term.

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

BUSINESS AND INDUSTRIAL HISTORY (ILR) 390. Credit three hours. Fall term. Prerequisite: Economics 103-104 or equivalent.

The historical evolution and contemporary organization of business enterprise in the United States. Among the major industries examined are coal mining, petroleum, steel, automobiles, textiles, construction, chemicals, electronics. Topics include business firms, management organization, technological developments, costs and prices, markets, competition, wages, profits, and government assistance and regulation.

SENIOR YEAR

HUMANITIES (A&S). Six credit hours. Either term.

Two courses in the Humanities (literature, fine arts, music). Selection to be made with guidance from the student's counselor.

DEVELOPMENT OF AMERICAN IDEALS (ILR) 290, 291. Credit three hours each term. Fall and spring terms, respectively. Open only to upperclassmen.

A critical analysis of Western, particularly American, political, ethical, and social ideals—their meanings, origins, and development. In the fall semester: interests secured or pressing for recognition, such as freedom of religion, freedom of speech and press, freedom from discrimination, personal security, freedom of labor; international aspects of protection of human rights. Special consideration will be given to the impact of communism on freedoms secured by the Bill of Rights. In the spring semester: the religious, philosophical, and historical roots of basic American ideals, such as individual dignity, justice, love, the higher law, the pluralistic society, democracy, freedom, equality. There will be readings from the Bible, Plato, Sophocles, the Stoic philosophers, Locke, Emerson, Thoreau, William James, and others.

LABOR RELATIONS CONTRACT MAKING AND ADMINISTRATION (ILR) 400. Credit three hours. Fall term. Prerequisite: ILR 300.

Analysis of substantive issues in labor relations, including a survey of the techniques and scope of contract making, with consideration of the problems growing out of administration, application, and interpretation of the collective agreement.

SOCIAL SECURITY (ILR) 470. Credit three hours. Fall term.

A historical and analytical study of the philosophy, legislative history, administration, and economic and social effects of social security programs offering protection against economic loss due to industrial accident, temporary and permanent disability, illness, old age, premature death, and unemployment. Proposals for modifying or extending American social security legislation will be critically examined. Attention will also be given to private and voluntary efforts to provide security, employee benefit plans, and the problems of integrating public and private programs.

UNDERGRADUATE COURSES

All Industrial and Labor Relations undergraduate courses, arranged by subject matter area, are described below. Qualified upperclass

students may be admitted to graduate courses and seminars offered in the field of Industrial and Labor Relations. A description of such graduate offerings begins on page 43.

Students registered in other divisions of the University may elect courses specifically designed for non-ILR students (ILR 293, ILR 461) as well as other courses offered by the School. Students in other colleges interested in taking courses in this School should check prerequisites and enroll through the advisers in their colleges.

COLLECTIVE BARGAINING

LABOR RELATIONS LAW AND LEGISLATION (ILR) 300. Credit three hours. Spring term.

A study of the common law and legislation relating to labor relations on both federal and state levels. The antitrust laws as they affect labor relations. The Norris-LaGuardia Act, the Wagner Act, the Taft-Hartley Act, and the more recent legislative proposals and enactments will be studied. Decisions of courts and labor relations boards will be studied and discussed.

LABOR RELATIONS CONTRACT MAKING AND ADMINISTRATION (ILR) 400. Credit three hours. Fall term. Prerequisite: ILR 300.

Analysis of substantive issues in labor relations, including a survey of the techniques and scope of contract making, with consideration of the problems growing out of administration, application, and interpretation of the collective agreement.

LABOR RELATIONS CASE ANALYSIS (ILR) 401. Credit three hours. Spring term. Open only to seniors who have taken ILR 400.

Intensive study of current and recent situations and cases in the field of labor relations, ranging from nationally important issues to localized plant issues in various industries. The purpose is to give an opportunity for a more complete and thorough analysis of the problems in labor relations.

GOVERNMENT ADJUSTMENT OF LABOR DISPUTES (ILR) 402. Credit three hours. Fall term.

A historical and contemporary study of the role of government in the adjustment of labor disputes, including such topics as the Railway Labor Act, War Labor Disputes Act, War Labor Board, and recent legislation dealing with national emergency strikes and state compulsory arbitration statutes; the leading administrative agencies in this field, including the Federal Mediation and Conciliation Service and the Atomic Energy Panel; state mediation agencies with special emphasis on the New York State Board of Mediation; municipal mediation services; and an analysis of the various governmental techniques for dealing with labor disputes, including injunctions, seizure, and compulsory arbitration.

ARBITRATION IN LABOR AND MANAGEMENT RELATIONS (ILR) 403. Credit three hours. Spring term. Open to seniors and graduate students.

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

ECONOMIC AND SOCIAL STATISTICS

STATISTICS I (ILR) 210 (Statistical Reasoning). Credit three hours. Either term.

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

ECONOMIC AND SOCIAL STATISTICS (ILR) 211. Credit three hours. Either term. Prerequisite: Statistics I, ILR 210.

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

DESIGN OF SAMPLE SURVEYS (ILR) 310. Credit three hours. Spring term. Prerequisite: one term of statistics.

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

STATISTICS II (ILR) 311. Credit three hours. Fall term. Prerequisite: Statistics 210 or permission of instructor.

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

EMPLOYEE ATTITUDE SURVEYS (ILR) 312. Credit three hours. Fall term. Prerequisite: one term of statistics.

Treatment of the methods used in designing, administering, and analyzing the results of sample surveys in the social studies, with particular emphasis on employee attitude surveys. Topics include the role of surveys in a research program, the design and administration of questionnaires, simple techniques for the selection of samples, the processing of survey data by means of punched card equipment, and the interpretation of results.

HUMAN RELATIONS IN INDUSTRY

HUMAN RELATIONS (ILR) 220. Credit three hours. Fall term. Non-ILR students must secure permission of instructor at time of preregistration.

An analysis and appraisal of the social and psychological factors important in human relations in industry, aimed at giving the student some general acquaintance with the field and some methods for approaching the human problem he is likely to encounter. Topics include orientation to social science, the nature of individual behavior, the nature of organizations, interaction between individuals and organizations, and the process of problem solving in the organization.

CONCEPTS AND CASES IN HUMAN RELATIONS (ILR) 320. Credit three hours.

Spring term. Prerequisite: ILR 220. (For students outside ILR, other courses may be accepted as substitute prerequisites if arrangements are made with the instructor.)

Description, illustration, and demonstration of some concepts in human relations with particular reference to diagnosis of psychological and social stress situations. Case materials will be analyzed as a means of testing the validity of the concepts. Situations important in industrial and labor relations are studied in a social and cultural context together with situations in related fields.

APPLIED HUMAN RELATIONS (ILR) 420. Credit three hours. Fall term. Open to juniors, seniors, and graduate students. Prerequisite: ILR 220 or equivalent.

A laboratory course in the development of human relations skills for administrators. Skills emphasized will be interviewing, observation, analysis, and problem solving within the industrial organization. These tools will be used in obtaining a realistic picture of administrative problems and in securing practice in analyzing complex human problems and arriving at organizationally sound decisions. Since competence in these areas follows only from constant practice, time spent inside and outside class will be devoted primarily to exposure to as many relevant experiences with the respective techniques as possible.

DEVELOPMENT OF HUMAN RESOURCES

LEARNING THEORY AND TEACHING IN ORGANIZATIONS (ILR) 330. Credit three hours. Spring term.

Analysis of educational programs and teaching methods commonly used in industry in relation to learning theory. Emphasis will be placed on learning concepts such as perception, feelings and emotions, and habit formation and reinforcement as related to such methods as individual counseling, job instruction, role-playing, case studies, incident process, and audio-visual aids. A significant part of the course will be devoted to practice in the development of program content, construction of teaching materials, and the use of various teaching methods.

DISCUSSION LEADERSHIP: GROUP PROCESSES AND LEARNING (ILR) 334. Credit three hours. Fall term.

Study of face-to-face groups with special reference to experiences and uses of group discussions in industrial and labor relations situations such as staff and committee conferences, training conferences, mediation conferences, problem-solving conferences, etc. Includes a review of behavior in face-to-face groups; the processes of group problem solving and decision making; learning theory as applied in group discussion; the use of case studies, incident role playing, and other devices in educational conferences. Special emphasis is placed on leadership in group discussion situations. Approximately one half of the course is conducted as a laboratory to provide skill training in discussion leadership.

TRAINING IN INDUSTRY (ILR) 364. Credit three hours. Fall term.

Study of the philosophies, programs, and methods used by business and industrial organizations to develop skill, understanding, and attitudes of the work force. Consideration is given to planning and administering training programs, including policy formation, training needs, objectives, co-ordination, staffing, selection of facilities, budgets, use of records and reports, and evaluation; and to both intermittent and continuous programs, including apprenticeship, job instruction, orientation, supervisory and executive development, and general education courses. Special consideration is given to critical analysis, through case discussions, of the philosophy and management of selected programs.

LABOR MARKET ECONOMICS AND ANALYSIS

ECONOMICS OF WAGES AND EMPLOYMENT (ILR) 340. Credit three hours. Either term. Prerequisite: Economics 103-104 or equivalent.

Analysis of the major characteristics of the labor market. Topics include the labor force, theories of wages and employment, wage-level determination at the firm and industry level, determinants of trade union wage policy, and compatibility of stable prices and full employment.

COMPARATIVE ECONOMIC SYSTEMS: SOVIET RUSSIA (ILR) 341. Credit three hours. Fall term.

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

WAGE STRUCTURES (ILR) 440. Credit three hours. Spring term. Prerequisite: ILR 340 or equivalent. (Not offered in 1959-1960.)

Analysis of wage relationships in different types of labor markets. Differences in wages as between industries, regions, localities, establishments, occupations, and individual workers. Relations between wage rates and other aspects of employment. Impact of the policies of managements, unions, and governments. Effects of wage differences on costs, efficiency, income, and employment.

WAGES, PRODUCTIVITY, AND INCOME (ILR) 441. Credit three hours. Spring term. Open to upperclassmen and graduate students.

Analysis of historical and current trends in wages, productivity, and incomes in the United States. Earnings levels in individual industries. Price movements and real earnings. Productivity trends. Management and union policies toward innovation and technological progress. Automation: its significance and nature. Income distribution and economic stability. Trends in size and distribution of national income; efforts to secure a redistribution of income. Individual and family incomes; adequacy of family incomes to maintain desired standards of living; the problem of poverty. Evaluation of efforts to improve the economic status of low-income groups.

WAGE PROBLEMS OF THE FIRM AND INDUSTRY (ILR) 442. Credit three hours. Spring term. Prerequisite: ILR 340, 540, or equivalent.

A study of the external and internal influences which shape the wage structure and wage level of the firm and of the industry.

DYNAMICS AND STRUCTURE OF LOCAL LABOR MARKETS (ILR) 443. Credit three hours. Spring term. Prerequisite: ILR 340, 540, or equivalent.

An intensive examination of the organization and functioning of local labor markets with respect to the allocation and utilization of human resources. Case studies of local labor markets in the light of classical and neoclassical economic theory and the criticisms directed against these doctrines. Consideration will also be given to the influence of broad trends in the demand and supply of labor on the local market, to the problems of measurement of labor supplies and demands, and to the techniques and issues in forecasting local labor market developments.

LABOR UNION HISTORY AND ADMINISTRATION

LABOR UNION HISTORY (ILR) 350. Credit three hours. Fall term. Prerequisite: Economics 103-104.

General survey of the historical development of American labor movements before the Civil War. Special emphasis is placed upon the rise of organized labor movements in the United States since 1865. Detailed discussion of problems which faced organizations such as the Knights of Labor, the AFL, and the CIO, along with

various theories of the labor movement which help to explain the historical developments which have occurred. A third of the course is then devoted to a study of the history and objectives of representative international unions within the AFL-CIO.

LABOR UNION ADMINISTRATION (ILR) 351. Credit three hours. Spring term. Prerequisite: ILR 350.

A comprehensive review of the formal and informal structure, government, operations, and administrative problems of American labor unions as evidenced in the local union, joint boards, city centrals, state federations, internationals, and the national AFL-CIO. Detailed examination of labor union membership qualifications and rules, justice machinery, finances and dues, the labor press, research, education, public relations, political action, benefits and insurance, and cooperative ventures of unions. Emphasis upon the relationship between the internal operation of unions and their collective bargaining activities. Each student is expected to make an intensive study of the administrative organization and operation of one international union.

CASE STUDIES IN LABOR UNION HISTORY AND ADMINISTRATION (ILR) 451. Credit three hours. Spring term. Open to selected seniors and graduate students.

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

PERSONNEL ADMINISTRATION

PERSONNEL ADMINISTRATION (ILR) 260. Credit three hours. Spring term. Open only to undergraduate ILR students.

A study of the ways of working with employees, as individuals and in groups, to ensure the best use of individual capacities, the greatest amount of personal and group satisfaction, and maximum service to the employing organization. Consideration is given to the development and organization of personnel administration, factors influencing the administration and appraisal of personnel functions, including recruitment, selection, placement, training, and communications, job evaluation, compensation, performance rating, transfer, promotion, separation, employee services, health and safety, records and reports, and research. The relationship of personnel administration to union-management relations and collective bargaining will be briefly examined.

INDUSTRIAL SAFETY (ILR) 362. Credit three hours. Fall term. Open to juniors, seniors, and graduate students.

A study of the fundamentals of industrial accident prevention, with special emphasis on the human factor in the accident. Training in the installation of industrial safety programs with special emphasis on administrative and educational techniques.

PERSONNEL ADMINISTRATION IN SUPERVISION (ILR) 461. Credit three hours. Fall and spring terms. Open only to non-ILR students.

A review of the personnel function in business and industry with emphasis on the personnel responsibilities of the line supervisor. Topics for discussion will include selecting, inducting, training, motivating, rating, and compensating employees; developing techniques for interviewing, adjusting complaints and grievances, and aiding in the solution of employee problems; understanding aspects of protective labor legislation, labor relations law, and social security affecting employees supervised; and maintaining adequate personnel records and reports. Selected readings, case studies, discussions, and problems.

PUBLIC RELATIONS (ILR) 490. Credit three hours. Fall term. Open only to seniors.

Development of public relations thinking and activities of American industry and labor; analyses of specific public relations problems and programs, e.g., relations of industry with communities, personnel, stockholders, customers, government, the general public, and relations of labor with union members, potential members, and management. Students will make case studies of public relations problems and plan programs for their solution.

INDUSTRY AND LABOR IN THE INDUSTRIAL COMMUNITY (ILR) 493. Credit three hours. Fall term.

A study of problems characteristic of industrial cities and their relationships with locally operating companies and local unions. Among the subjects to be considered in the light of these relationships will be urban area planning, zoning, and factory location; area governmental structures, services and taxes; effective organization and procedures for community projects, including community chest and capital funds campaigns; industrial development organizations and programs, and the problems involved in moving plants into and out of cities; formal community relations programs for companies, unions, industrial and other organizations and agencies; community research approaches and techniques.

JOURNALISM FOR INDUSTRY AND LABOR (ILR) 494. Credit three hours. Spring term.

Straight news and feature writing; editing and publishing for companies and unions; company newspapers, magazines and union newspapers. Communication principles, programs, and philosophies of typical unions and companies.

SOCIAL SECURITY

AND PROTECTIVE LABOR LEGISLATION

PROTECTIVE LABOR LEGISLATION (ILR) 370. Credit three hours. Spring term.

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

PRINCIPLES OF INSURANCE (ILR) 371. Credit three hours. Fall term. Open to juniors, seniors, and graduate students.

An introductory course dealing with the economic and social aspects, the basic principles and practices, and the legal characteristics of insurance. The extensive use of insurance methods in industry, personal affairs, and government will be discussed.

SOCIAL SECURITY (ILR) 470. Credit three hours. Fall term.

A historical and analytical study of the philosophy, legislative history, administration, and economic and social effects of social security programs offering protection against economic loss due to industrial accident, temporary and permanent disability, illness, old age, premature death, and unemployment. Proposals for modifying or extending American social security legislation will be critically examined. Attention will also be given to private and voluntary efforts to provide security, employee benefit plans, and the problems of integrating public and private programs.

HEALTH, WELFARE, AND PENSION PLANS (ILR) 471. Credit three hours. Spring term. Open to seniors and graduate students.

An analysis and appraisal of private health, welfare, and pension plans. A consideration of the origin and development of employer, union, and joint programs and a critical examination of the financing, administration, and general effectiveness of the plans. Outside lecturers from business, unions, insurance companies, and government will be utilized.

INTERAREA COURSES

IN INDUSTRIAL AND LABOR RELATIONS

DEVELOPMENT OF ECONOMIC INSTITUTIONS (ILR) 190. Credit three hours. Fall term. Open only to ILR students.

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

DEVELOPMENT OF ECONOMIC INSTITUTIONS (ILR) 191. A continuation of ILR 190. Credit three hours. Spring term. Open only to ILR students.

A study of selected economic developments and problems of the past century, with particular emphasis on the United States. Attention is given to the concepts which are important for an analysis of current economic problems.

INDUSTRIAL OCCUPATIONS AND PROCESSES (ILR) 192. Credit three hours. Fall term. Open only to ILR students.

An analysis of the development and structure of American industry. Emphasis is given to understanding the dimensions and contributions of manufacturing industry; understanding company and unit organization, policies, and practices; and developing insight into occupational requirements and relationships as influenced by labor, management, and government. Field trips provide opportunity for observing organizational relationships; patterns of work-flow; product manufacture and utilization; personnel practices; composition of the work force; and the general level of labor-management relationships.

DEVELOPMENT OF AMERICAN IDEALS (ILR) 290, 291. Credit three hours each term. Fall and spring terms, respectively. Open only to upperclassmen.

A critical analysis of Western, particularly American, political, ethical, and social ideals—their meanings, origins, and development. In the fall semester: interests secured or pressing for recognition, such as freedom of religion, freedom of speech and press, freedom from discrimination, personal security, freedom of labor; international aspects of protection of human rights. Special consideration will be given to the impact of communism on freedoms secured by the Bill of Rights. In the spring semester: the religious, philosophical, and historical roots of basic American ideals, such as individual dignity, justice, love, the higher law, the pluralistic society, democracy, freedom, equality. There will be readings from the Bible, Plato, Sophocles, the Stoic philosophers, Locke, Emerson, Thoreau, William James, and others.

SURVEY OF INDUSTRIAL AND LABOR RELATIONS (ILR) 293. Credit three hours. Either term.

A survey for students in other divisions of the University. An analysis of the major problems in industrial and labor relations: labor union history, organization, and

operation; labor market analysis and employment practices; industrial and labor legislation and social security; personnel management and human relations in industry; collective bargaining; mediation and arbitration; the rights and responsibilities of employers and employees; the major governmental agencies concerned with industrial and labor relations.

BUSINESS AND INDUSTRIAL HISTORY (ILR) 390. Credit three hours. Fall term. Prerequisite: Economics 103-104 or equivalent.

The historical evolution and contemporary organization of business enterprise in the United States. Among the major industries examined are coal mining, petroleum, steel, automobiles, textiles, construction, chemicals, electronics. Topics include business firms, management organization, technological developments, costs and prices, markets, competition, wages, profits, and government assistance and regulation.

SOURCES AND MATERIALS IN INDUSTRIAL AND LABOR RELATIONS (ILR) 391. Credit three hours. Spring term.

The objective is to give the student a brief introduction to research methods and some familiarity with the broad range of materials available in the field of study with which the School is concerned and with their practical application and use in industry, labor and government. A study is made of methods of research as applied to (1) library reference tools such as the commercial reporting services, specialized periodicals and indexes, abstracting and bibliographical services, newsletters, handbooks, surveys, etc., (2) economic and statistical data, (3) legislative and regulatory information, (4) case materials. Research organizations, trade and professional associations, university industrial relations centers, government, and labor and management organizations are considered in terms of the provision of information and research data. Practical problems are assigned to acquaint the student with the use of these sources in problem solving and decision making and with techniques of investigation.

SPECIAL STUDIES (ILR) 499. Credit three hours. Either term.

Individual research by mature undergraduates under faculty direction.

THE GRADUATE PROGRAM

ORGANIZATION OF GRADUATE WORK

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

The degree of Master of Industrial and Labor Relations (M.I.L.R.) provides for general coverage of the field of industrial and labor relations for those anticipating professional work. The Master of Science (M.S.) provides for study in two selected areas including research and thesis presentation, for those with more specific interests and with adequate preparation for such concentration.

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

For those interested in the subject Development of Human Resources, the School of Industrial and Labor Relations, in cooperation with the School of Education, offers opportunities additional to those described above for work toward the degrees of Master of Education (M.Ed.) and Doctor of Education (Ed.D.). These degrees are designed to advance the qualifications of persons for instructional and leadership responsibility in various organizational settings, including academic institutions in secondary and higher education primarily in the fields of industrial arts, and vocational, technical, and community institute education. The *Announcement of the School of Education* provides additional information concerning these two degrees.

Residence, language, and other detailed requirements for the degrees of Master of Science and Ph.D. are described in the *Announcement of the Graduate School*. Certain of the general requirements for these degrees are described below. The requirements for the degree of Master of Industrial and Labor Relations are, with the approval of the Graduate School, administered by the School of Industrial and Labor Relations and are described in detail below.

ADMISSION OF GRADUATE STUDENTS

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

(1) *THE NATURE OF PREVIOUS ACADEMIC PREPARATION*

(a) *The Masters' degrees:* Candidacy for the Master of Science degree is normally open to those who have combined preparation in one or more of the social sciences at the undergraduate level with basic work in the field of industrial and labor relations such as to permit effective concentration at the graduate level.

Candidacy for the Master of Industrial and Labor Relations degree requires preparation in at least one of the social sciences adequate to permit the utilization of this science in the graduate study of industrial and labor relations.

Students with backgrounds in which exposure to the social sciences has been limited may be obliged to undertake some preparatory study before beginning advanced work in industrial and labor relations.

(b) *The Ph.D. degree:* The applicant should have previous academic training in the social sciences with emphasis in one or more of the following fields: economics, government, history, industrial relations, education, labor problems, personnel management, psychology, sociology, statistics.

(c) *The Master of Education or Doctor of Education degree with concentration in Development of Human Resources:* The applicant should have a background including trade, technical, or industrial arts training, and relevant industrial or teaching experience.

(2) *THE CAPACITY FOR GRADUATE STUDY*

High quality of preparation at the undergraduate level is requisite in all instances for admission to graduate study. Submission of the results of the Graduate Record Examination and other test data is recommended and may be required. Information concerning times and places of the Graduate Record Examination may be obtained by writing to the Educational Testing Service, 20 Nassau Street, Princeton, New Jersey.

(3) *WORK EXPERIENCE*

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

For admission to candidacy for the M.I.L.R. degree, the candidate is expected to present a minimum of nine months of full-time work experience.

Applicants for graduate study may be interviewed in Ithaca (and occasionally elsewhere) by members of the Graduate Committee of the School and by other faculty members representing subjects in which the candidate proposes to study.

Applications for admission to graduate study should be in the hands of the Dean of the Graduate School by February 14 for September admission and by November 14 for February admission.

SPECIAL INFORMATION

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

GRADUATE STUDENT HOUSING

University dormitory housing is available to single graduate students upon application to the Department of Residential Halls, 223 Edmund Ezra Day Hall. Married graduate students may apply to the Manager of Housing, Department of Residential Halls, for University-operated housing. Applications for all University housing should be made as soon as possible after January 1 for fall matriculants; after October 1 for spring matriculants. Detailed information concerning University housing may be obtained by writing to the Department of Residential Halls.

Rooms and apartments adjacent to the campus or in the downtown area are available in limited number. Students desiring off-campus housing should arrange to come to Ithaca well in advance of the term opening to arrange such accommodation. Inquiries may be directed to the Department of Residential Halls.

EXPENSES FOR GRADUATE STUDENTS

TUITION AND FEES

Tuition fee (per term).....	\$150.00
General fee (per term).....	112.50
Registration deposit (upon provisional acceptance, unless previously matriculated at Cornell University).....	28.00

The above fee schedule represents the principal charges made to the graduate student by the University. A description of other fees,

of rules for vehicle registration, parking, and payments and refunds is in the *Announcement of the Graduate School*.

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

LIVING COSTS

Recent estimates of living costs for graduate students indicate an average expenditure of \$100 per month for room and board. Expenditures for books and supplies will approximate \$50 a term.

GRADUATE ASSISTANTSHIPS, SCHOLARSHIPS, AND FELLOWSHIPS

GRADUATE ASSISTANTSHIPS

The position of graduate assistant in the School of Industrial and Labor Relations is designed to provide the School with qualified personnel for various types of work of importance to the School and at the same time to provide financial assistance for outstanding graduate students. The graduate assistantship assignment is such that during the academic year the assistant spends twenty hours a week on various types of work, such as assisting in instruction, research projects, or extension work. Residence credit for holders of these graduate assistantships is limited to three-quarters of a residence unit per term.

The salary provided by the assistantship is at the rate of \$2300 per calendar year or for shorter periods at the rate of \$191.66 per month. In addition, under present circumstances, half of the Graduate School tuition is waived. The assistantship does not cover fees in the Graduate School nor tuition in the Summer Session. Applications for graduate assistantships to begin September, 1959, should be received not later than February 14, 1959, and for February, 1960, not later than November 14, 1959. Announcement of September appointments will be made on or after April 1, 1959.

At least one graduate assistantship will be available annually to a qualified Ph.D. candidate who is ready to begin work on the dissertation and whose topic is acceptable as part of the School's research program. Appointments to this assistantship involve no other obligation to the School except research on the dissertation under the direction of the candidate's Special Committee. Appointment, however, is made on the basis of application to the Faculty Committee on Research and Publications, which reviews such applications and advises the Dean. Further information on this assistantship may be obtained from the Director of Research and Publications.

A limited number of opportunities for obtaining experience in research are normally available for graduate assistants during the summer months. Such assistantships may entail full-time work. Under certain circumstances, residence credit may be earned by assistants during the summer.

Applicants for admission to graduate study in industrial and labor relations who are interested in applying for graduate assistantships should write to the Secretary of the Graduate Committee, New York State School of Industrial and Labor Relations, Cornell University.

SCHOLARSHIPS AND FELLOWSHIPS

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

The Industrial and Labor Relations Graduate Fellowship, providing a stipend of \$3000 annually, subject to renewal for a second year. It is the intention of the fellowship to attract persons with superior qualifications for advanced study in the field of industrial and labor relations. The fellowship will normally be awarded to a candidate undertaking Ph.D. work following completion of a Master's degree but may be awarded to those beginning work at the Master's level. Selection of the fellowship winner will be made by the Graduate Committee of the School of Industrial and Labor Relations.

The Ford Foundation Master Fellowship Program is operated under the direction of Professor William F. Whyte. The program, which will begin in September, 1959, provides a fellowship stipend of \$3000 per year. Tuition and fees are paid by the Fellow. Fellowships will be available to graduate students, preferably those working on full-time thesis research or topics having to do with the application of the behavioral sciences to problems of the business institution.

Applications for the above fellowships should be made to the Graduate Committee of the New York State School of Industrial and Labor Relations.

The School also has available four tuition scholarships normally awarded to students from foreign countries. Application for these scholarships should be made to the Dean of the Graduate School.

The Graduate School of Cornell University has a number of general scholarships and fellowships for which candidates in the field of Industrial and Labor Relations may be considered. These include four Cornell University Senior Graduate Fellowships (\$2525); six Andrew Dickson White Fellowships (\$2525); forty Cornell Graduate Fellowships (\$2025); and two Allen Seymour Olmstead Fellowships (\$1625). In addition, there are available thirty scholarships providing tuition and fees. For further details concerning scholarships and fellowships, candidates are referred to the *Announcement of the Graduate School*.

Application forms may be obtained from the Office of the Graduate School, 125 Edmund Ezra Day Hall.

Applications for the above fellowships and scholarships should be made by February 14.

Funds granted to Cornell University by the Carnegie Corporation of New York permit the appointment of fellows in industrial psychiatry. The purpose of the fellowships is to provide an opportunity for trained psychiatrists to study at the New York State School of Industrial and Labor Relations and to apply psychiatric knowledge and methods to the problems of industry in actual plant situations. The fellowships are granted for a period of two years. Applicants must hold an M.D. degree and have completed a minimum of two years of approved training in psychiatry.

DEGREE REQUIREMENTS

RESIDENCE

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

A minimum of two units of residence for a Master's degree and six units of residence for the Ph.D. degree has been established by the Graduate School. For the Master of Industrial and Labor Relations the program requirements are such, however, that three terms of study are required. *More than the minimum period of residence may be required for any of the graduate degrees, depending on the adequacy of prior preparation, academic performance, and other conditioning factors.* Graduate students who hold assistantships in the School are limited to a maximum of three-fourths of a unit of residence credit each term. Under appropriate circumstances and with the approval of the Dean of the Graduate School, residence credit can be earned during the summer.

ACADEMIC PROGRAMS

MASTER OF INDUSTRIAL AND LABOR RELATIONS

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

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

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

A candidate who demonstrates competence in meeting Requirement A by exemption or by examination may elect, in consultation with his adviser, other courses or seminars to fill out his program. In any case, however, a total of eight courses or seminars will be needed to satisfy Requirement A. The basic courses referred to above for subject matter fields are as follows:

Collective Bargaining, ILR 500

Economic and Social Statistics, ILR 510

Labor Market Economics and Analysis, ILR 540

Labor Union History and Administration, ILR 550

Social Security and Protective Labor Legislation, ILR 570

Human Resources and Administration I and II, ILR 591-592, plus one elective course from that subject matter area

REQUIREMENT B... A candidate will be required, in addition, to complete satisfactorily four graduate seminars or courses, either from within the School or elsewhere in the University, as determined in consultation with the student's adviser. One of the four seminars or courses shall be in written communications. The course in written communications is planned as one which will provide practice in the finding of material and its presentation in appropriate report form. It is expected to be taken early in the student's graduate program.

REQUIREMENT C... Removal of any deficiency in the required minimum of nine months of work experience. Note the admission requirement stated on page 34.

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

MASTER OF SCIENCE

A candidate for the Master of Science (M.S.) degree works under the direction of a Special Committee composed of two members of the faculty. For the degree of M.S., selection of the major subject is made from the list given below. The minor subject may be selected either from this list or from other subjects in the University approved by

the Graduate School for major or minor study. The specific program to be taken by a candidate will be arranged with the approval of the candidate's Special Committee. In addition to courses and seminars available in this School, candidates may select offerings from other divisions of the University. The M.S. candidate must complete satisfactorily, not later than the end of the first month of his second term of residence, a language examination in one foreign language designated by the Chairman of his Special Committee. The candidate must also complete an acceptable thesis. The thesis is ordinarily written in the candidate's major field and under the direction of the Chairman of his Special Committee. Details as to program, foreign language, thesis, and examination requirements may be determined after the selection of the Special Committee.

DOCTOR OF PHILOSOPHY

A candidate for the Ph.D. degree works under the direction of a Special Committee composed of three members of the faculty. The program for a Ph.D. candidate is arranged and approved by the student's Special Committee in accordance with the following general requirements for the Ph.D. degree:

1. A minimum of six units of residence as a graduate student.
2. The satisfactory completion, under the direction of a Special Committee, of work in one major subject and two minor subjects. The candidate is encouraged to take one of the minor subjects outside the field of industrial and labor relations.
3. Certain requirements in foreign language.
4. The presentation of an acceptable thesis.
5. The passing of a qualifying examination and a final examination.

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

APPROVED MAJOR AND MINOR SUBJECTS FOR THE M.S. AND PH.D. DEGREES

Collective Bargaining, Labor Law, and Labor Movements

Economic and Social Statistics

Human Resources and Administration

Labor Economics and Income Security

International and Comparative Labor Problems (available only as a minor subject)

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

Candidates for the M.S. and Ph.D. degrees proposing to major in

industrial and labor relations must select a major area of specialization from the above subjects. The minor subjects may be selected either from this list or from other subjects in the University approved by the Graduate School for major or minor study. Candidates for the Master of Industrial and Labor Relations do not select majors or minors but, rather, follow a program designed to provide broad coverage and some specialization in the field of industrial and labor relations.

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

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

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

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

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

ECONOMIC AND SOCIAL STATISTICS. For a major in this subject the candidate must show (1) thorough understanding of the principles of statistical reasoning; (2) proficiency in the use of statistical methods and in the processing of statistical data; (3) qualified skill in the application of proper statistical tools of analysis to a specific topic in economics or social studies, including a thorough knowledge of statistical sources.

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

HUMAN RESOURCES AND ADMINISTRATION. For a major in this subject, the candidate must demonstrate:

- I. Knowledge of the fields basic in individual and social behavior and of concepts of administration.
- II. Competence in one of the three areas of study, as follows:
 - A. *Human Relations.* (1) Principal human relations problems found in industrial and labor relations, and the bearing of these problems on collective bargaining and labor and management organizations; (2) theories of human organization; (3) effect of organization structure, work-flow, and technology on individual and group relations; (4) problems involved in the relationship between industry and society.
 - B. *Development of Human Resources.* (1) Significant problems and issues related to the education and training of the work force. Historic trends in the philosophies, policies, and practices of public and private organizations concerned with the development of manual, technical, and managerial personnel; (2) current social, economic, political, and technological factors influencing the development of human resources; (3) organizational behavior and

administrative practices as they affect the growth and development of the individual; (4) theoretical and applied aspects of organizing and managing developmental programs in particular organizations; (5) principal concepts of learning and of educational methods related to the development of human resources.

- C. *Personnel Management.* (1) The nature and scope of the personnel function and the social, economic, and political factors which influence its development; (2) the organization of the personnel function and the techniques, methods, and procedures utilized in carrying on the personnel activities of an organization; (3) industrial and labor legislation and regulatory functions of government as related to the personnel function; (4) basic factors affecting the relationships between individuals and groups within an organization and among organizations as related to the personnel function.

III. Ability to isolate issues worthy of research, to identify and locate relevant studies or other sources of information, and independently to develop and conduct additional research.

For a minor, I and III and either II-A (1) and (4) or II-B (1), (2), and (5) or II-C (1) and (2).

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

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

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

INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS. (Available only as a minor subject.)

This subject of study is concerned with (1) the development and current role of labor movements in countries in various stages of industrialization with special reference to ideological, economic, political, and social factors influencing the history, policies, and activities of labor organizations; (2) the development and current state of industrial management, with emphasis on its recruitment, training, utilization, and on ownership patterns; (3) similarities and diversities in systems of labor-management relations at different stages of economic development; (4) labor market, wage policy, and economic security problems, especially in countries undergoing rapid economic change; and (5) the development and programs of national and international organizations (ILO, ICFTU, WFTU, ITS, U.S. government agencies, trade unions, and management) having special competence and interests in international labor questions.

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

INDUSTRIAL AND LABOR RELATIONS PROBLEMS. (Available only as a minor to graduate students in fields of study other than Industrial and Labor Relations.)

A candidate for an advanced degree must have a general understanding of the subject matter in the field of industrial and labor relations. In order to prepare for a minor in this field, the candidate will normally complete three to five courses in accordance with a program approved by his special committee.

GRADUATE COURSES AND SEMINARS

Undergraduate courses may often form an appropriate part of the graduate student's program; hence attention is directed to Industrial and Labor Relations undergraduate offerings described elsewhere in this *Announcement*. Graduate students in the Field of Industrial and Labor Relations may also enroll in courses and seminars offered in other fields of the Graduate School. In the School of Industrial and Labor Relations graduate courses are numbered 500 to 599, graduate seminars are numbered 600 to 699.

COLLECTIVE BARGAINING, LABOR LAW, AND LABOR MOVEMENTS

MRS. COOK, MRS. MCKELVEY, MESSES. CARPENTER, CULLEN, JENSEN, KONVITZ, MORRIS, NEUFELD, WILLCOX, WINDMULLER

COLLECTIVE BARGAINING

COLLECTIVE BARGAINING (ILR) 500. Fall and spring terms.

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

COLLECTIVE BARGAINING (ILR) 501. Spring term. Prerequisite: ILR 500 or equivalent.

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

LABOR RELATIONS LAW AND LEGISLATION (ILR) 502. Fall term. Permission of instructor is required for out-of-college students.

A comprehensive study of the common law, legislation, and court and administrative decisions relating to labor relations, primarily on the federal level. A study will be made of the Sherman and Clayton Acts as they affect labor relations, and special consideration will be given to the Norris-LaGuardia Act, the Wagner Act, and the Taft-Hartley Act. Recent legislative proposals will be discussed in the light of some special problems in the field of labor relations.

COLLECTIVE BARGAINING—LABOR RELATIONS LAW AND LEGISLATION (ILR) 600. Spring term.

An intensive study of some of the more challenging phases of labor relations law and legislation, e.g., union security provisions in federal and state law; alleged monopolistic practices of unions in relation to workers, employers, and the national economy; limitations on picketing; suits for damages by and against unions; rights of

employees in industries affected with a public interest; scope of collective bargaining; national emergency strikes; free speech for employers; legal control of Communist-led unions; work-jurisdictional disputes; rights of strikers; the boycott.

COLLECTIVE BARGAINING—CONTRACTUAL RELATIONS (ILR) 601. Fall term.

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

PROBLEMS IN LABOR LAW (ILR) 602. Spring term. Open to a limited number of seniors by permission of instructor.

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

In 1959 this course will be concerned mainly with problems in labor arbitration and arbitration law.

GOVERNMENT ADJUSTMENT OF LABOR DISPUTES (ILR) 603. Fall term.

This seminar will offer opportunity for individual research work centered in some of the vital areas in this field such as compulsory arbitration, fact finding, seizure, and the handling of disputes during national emergencies.

LABOR LAW I (Law) 43. Fall term.

Functions and processes of union representation of workers and of collective bargaining; administration of the collective bargaining contract, grievances and arbitrations. Study of decisions and statutes relating to the right of workers to act in combination, including legal aspects of strikes, picketing, and related activities; administration of the Labor Management Relations Act relating to employers', unions', employees', and the public's rights and obligations and to problems of representation; and court decisions under that act and the National Labor Relations Act.

LABOR UNION HISTORY AND ADMINISTRATION

LABOR UNION HISTORY AND ADMINISTRATION (ILR) 550. Fall term.

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

THEORIES OF LABOR MOVEMENTS (ILR) 552. Credit three hours. Spring term. Prerequisite: ILR 350-351 or equivalent.

This review of the "classic literature" on theories of labor movements is concerned with the works of leading writers on the functions, aims, methods, and development of labor unionism. It is designed to cover the literature, to examine and possibly develop theoretical frameworks, and to seek a more complete understanding of the history and contemporary role of labor unionism in Western society.

READINGS IN LABOR UNION HISTORY AND ADMINISTRATION (ILR) 554. Fall term. Open to graduate students and selected seniors.

A seminar covering intensively, in historical sequence, the key documents, studies, and memoirs of the American labor movement. Students will read systematically and discuss original sources and secondary materials on the subject. Primarily

designed to aid students in orienting themselves thoroughly in the field as a preparation for work in ILR 650.

LABOR UNION HISTORY AND ADMINISTRATION (ILR) 650. Spring term.

Special, intensive studies in the history, structure, administration, government, and internal management of labor unions and confederations of unions. During each semester a different phase of labor union history and administration will be examined. Examples of such problems, varying from semester to semester, are the problem of unity in the American labor movement; left-wing unionism; racketeering and corruption; the purposes and techniques of great organizational drives; unions and political action; the role of business and unionism in American life; unions and the community; unions and their relationship with government; unions and international affairs; and the accomplishments of labor unions in such fields as education, banking, housing, pension systems, health and welfare services, cooperatives, public relations, and community services.

THEORIES OF INDUSTRIAL AND LABOR RELATIONS (ILR) 651. Fall term.

A study of the significant ideas of the role, aims, achievements, and failures of trade unionism in relation to society. Among works considered will be those of Adam Smith, John Stuart Mill, W. Stanley Jevons, Harold J. Laski, and Karl Mannheim, among British writers; and Richard T. Ely, John R. Commons, Robert Franklin Hoxie, Elton Mayo, Selig Perlman, John Maurice Clark, and Sumner Slichter, among American writers.

ECONOMIC AND SOCIAL STATISTICS

MESSRS. BLUMEN, BRITAIN, MCCARTHY

ECONOMIC AND SOCIAL STATISTICS (ILR) 510. Fall and spring terms.

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

ECONOMIC STATISTICS (ILR) 610. Fall term.

The seminar will be devoted to the study of selected topics from economic statistics and applied econometrics.

MATHEMATICAL PROBLEMS IN THE SOCIAL SCIENCES (ILR) 613. Spring term. Prerequisite: two terms of statistics and/or mathematics, or permission of instructor.

Mathematical formulations in the social sciences will be discussed critically in terms of illustrations relevant to the interests of members of the seminar. Examples of problems which may be considered are those which occur in dealing with accident proneness, the relation between individual values and social choice, mathematical models of opinion change, etc. Attention will be directed toward the logical structure of suggested solutions rather than toward development of manipulative techniques.

THEORY OF SAMPLING (ILR) 614. Spring term. Prerequisite: calculus and one course in statistics beyond the introductory level.

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

HUMAN RESOURCES AND ADMINISTRATION

MESSRS. BURLING, R. CAMPBELL, CORVINI, FOLTMAN, HANSON, HODGES, LANDSBERGER, MESICS, F. MILLER, RISLEY, SMITH, TRICE, WHYTE

Graduate students majoring or minoring at the Master's or Doctoral level in the area of Human Resources and Administration will normally be required to take the two core course offerings in this area, ILR 591, Human Resources and Administration I, and ILR 592, Human Resources and Administration II. Depending upon the nature of the program of the individual student, both courses may be taken in the same term or they may be taken in different terms with either course preceding the other. All M.I.L.R. students will be expected to take both core courses as well as an elective course within the subject area of Human Resources and Administration as a part of their program unless exempted under procedures established in the M.I.L.R. program.

HUMAN RESOURCES AND ADMINISTRATION I (ILR) 591. Credit three hours. Required of graduate students majoring or minoring in the area of Human Resources and Administration and M.I.L.R. candidates. Open to other graduate students with a major or minor in the field of industrial and labor relations.

Survey of certain concepts and studies from the fields of psychology and sociology selected for their pertinence to the general area of industrial and labor relations and, more particularly, for their relevance to the special fields of development of human resources, human relations in industry, and personnel administration. Consideration of individual differences of various kinds; attitude formation and its relation to social processes; factors affecting different kinds of learning and, in particular, the learning of social roles; group formation and its effect on the individual and the organization.

HUMAN RESOURCES AND ADMINISTRATION II (ILR) 592. Credit three hours. Required of graduate students majoring or minoring in the area of Human Resources and Administration and M.I.L.R. candidates. Open to other graduate students with a major or minor in the field of industrial and labor relations.

Human Resources and Administration II deals primarily with three major subject matter areas including: (1) the structure and dynamics of organizations, (2) the administration of the employee relations functions, and (3) cases and problems which help the student to integrate and apply conceptual understandings underlying work in the subject of Human Resources and Administration. Designed to provide graduate students with the basic background and understanding of the organization and management of organizations and of the problems arising within the organizational context. The basic background, coupled with work in employee relations, is designed as a preliminary to more intensive work in Human Resources and Administration.

DEVELOPMENT OF HUMAN RESOURCES

DEVELOPMENT OF HUMAN RESOURCES (ILR) 530. Spring term.

Analysis of the need for development of human resources, institutions established to meet this need, development programs, and the effectiveness of such programs. Consideration of the public interest in the development of manual, technical, and managerial personnel. Emphasis is placed on the role of institutions such as industrial organizations, labor unions, vocational schools, technical institutes, and universities, and on the programs established by these agencies for the development of

human resources. Attention to the rationale, organization, and administration of specific programs, for example, skill training and retraining; supervisor, managerial and trade union leadership development; economic and other general education activities.

MANAGEMENT DEVELOPMENT (ILR) 531. Fall term. Open to graduate students and advanced undergraduates with permission of instructor.

Study of the factors affecting the development of executives and managers in business and industrial organizations. The learning concepts useful in management development. The organizational environment as it influences the growth and development of the individual will be emphasized. Organizational structure and relationships, planning and decision making, control, coordination, and directing work will be considered from the viewpoint of their tendency to assist or to hamper the development process. The role and effectiveness of formal training programs and other development techniques will be considered. Case studies of some of the more significant company programs will be utilized.

THE MANAGER IN THE AMERICAN SOCIETY (ILR) 532. Fall term. Open to graduate students and advanced undergraduates with permission of instructor.

Study of the role of business management in our society with special emphasis on the impact of management on industrial and labor relations. Preparation and critical examination of individual and group papers. Acceptable topics relate to current issues and problems in complex organizations; characteristics of modern business organizations; evaluation of the American managerial ideology; the role and function of owners and managers; problems of the specialist and technical groups in industry; the origins, career, and mobility patterns of managers; recruiting, salary, and personnel practices; managerial attitudes and beliefs; comparisons of U. S. managers with managers in other societies.

CURRENT ISSUES AND RESEARCH IN MANPOWER DEVELOPMENT (ILR) 630. Fall term.

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

HUMAN RELATIONS

INDIVIDUALS AND GROUPS IN COMPLEX ORGANIZATIONS (ILR) 520. Credit three hours. Spring term. Prerequisite: ILR 591 and 592 or consent of instructor.

Intended for students who wish to do more intensive work in the field of human relations in industry. Writings in the traditional areas of this field will be covered: the relation of work groups to the larger organization; attitudes to work, to payment systems, and to supervision; studies of trade unions as complex organizations; the interaction between personality and bureaucracy. Also included are related areas from sociology, such as industry and community relations, social mobility, cultural and subcultural values, and their effect on behavior in industry; as well as related areas from psychology, such as personality and occupation.

METHODS OF HUMAN RELATIONS RESEARCH (ILR) 620. Spring term. Permission of instructor is required.

Emphasis will be placed upon methods of interviewing and field observation. Students will be required to spend the equivalent of one day a week in field work on an actual project or in a training experience.

HUMAN RELATIONS THEORY (ILR) 621. Spring term.

The seminar will concentrate upon particular research problems. Students will analyze the relevant theoretical literature, bring in a limited amount of field data for illustrative purposes, and seek to develop more effective theoretical formulations for the problem area.

THE DYNAMICS OF PERSONALITY (ILR) 622. Fall term. Permission of the instructor is required.

Individual motivations, patterns of behavior, and personality organization, and their developmental history. The students submit themselves in turn for questioning and analysis by the other members of the seminar.

HUMAN RELATIONS (ILR) 623. Fall term. Permission of the instructor is required.

Practice in field observation and in developing and testing hypotheses for research in human relations.

CLINICAL TREATMENT OF GROUP PROBLEMS (ILR) 624. Spring term. Permission of the instructor is required.

In this seminar the members will attempt to discover the principles on which therapy of group disequilibriums, analogous to the principles of treatment of personality disequilibriums, might be based. The similarities and dissimilarities between equilibrium of the personality and of the group will be explored, the methods and principles of individual therapies will be examined, and the possibility of adapting these to group problems will be considered. Available records of clinic efforts to deal therapeutically with group imbalances will be examined in an effort to test the validity of the conclusions reached.

THE WORK PROBLEMS OF SPECIAL GROUPS (ILR) 626. Fall term.

The work problems of special groups, with particular reference to the young worker. The seminar will explore, through a survey of the literature and through small field studies, the special needs which adolescents (and, if desired, other groups such as married women, the physically handicapped, etc.) bring into the work situation; the types of situation in which these needs are satisfied; and the consequences of fulfillment and frustration of these needs. Emphasis will be equally on developing and systematizing ideas in this area and on possible methods of measurement, such as the use of questionnaires and the analysis of turnover and absenteeism figures.

PERSONNEL MANAGEMENT

PERSONNEL ADMINISTRATION (ILR) 560. Credit three hours. Alternate terms. Open to graduate students not majoring or minoring in the field of Human Resources and Administration.

A basic graduate course covering the major areas of personnel administration. Intensive consideration will be given to personnel functions including selection and placement, compensation, training and development, employee-employer relations, health and safety, employee benefits and services, and personnel research. Attention will be given to the personnel function as carried on in both large and small organizations. The course will be developed around extensive readings in the literature of the field and the discussion of case problems.

WAGE AND SALARY ADMINISTRATION (ILR) 561. Credit three hours. Fall and spring terms. Open to graduate students and juniors and seniors who have completed ILR 260, 560, 592 or equivalent.

The development and administration of wage and salary programs with major emphasis on internal considerations. Subjects include program principles, objectives, and policies; organization of the function; and procedures to implement policies.

Topics include job and position analysis; preparation of description-specifications; job evaluation; incentive applications; wage and salary structures; the use of wage surveys; supplemental payments, including premium pay, bonuses, commissions, and deferred compensation plans; and the use of automatic increment provisions. Case studies will cover selected programs.

PERSONNEL SELECTION AND PLACEMENT (ILR) 562. Credit three hours. Spring term. Open to graduate students and seniors.

A study of the employment function in personnel administration. Designed to analyze the techniques and devices used in the recruitment, interviewing, testing, selection, and placement of personnel. Emphasis is placed on the appraisal of job applicants by means of the interview, personal history analysis, and psychological tests; and the evaluation of these procedures in terms of appropriate criteria of success on the job.

CASE STUDIES IN PERSONNEL ADMINISTRATION (ILR) 565. Credit three hours. Alternate terms. Open to graduate students and advanced undergraduates with permission of instructor.

Emphasis will be placed on integration of the various functions carried on by personnel administrators in specific organizations. Readings and case material will be used to analyze and study current practices and problems in personnel administration.

PERSONNEL ADMINISTRATION (ILR) 660, 661. Fall and spring terms, respectively. Admission with consent of instructor.

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

PUBLIC RELATIONS AND COMMUNICATIONS PROBLEMS (ILR) 690. Spring term.

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

LABOR ECONOMICS AND INCOME SECURITY

LABOR MARKET ECONOMICS AND ANALYSIS

MESSRS. ADAMS, ARONSON, CLARK, FERGUSON, MACINTYRE, MCCONNELL, RAIMON, TOLLES

LABOR MARKET ECONOMICS (ILR) 540. Prerequisite: one course in principles of economics or permission of instructor. Fall term.

A comprehensive treatment of the economic aspects of the employment and the compensation of labor. Labor supply, demand for labor, employment, and wages are studied in both broad and detailed situations. Basic sources of information and recent research contributions are examined in relation to current problems of employer, union, and public policies. Among the topics considered are population

and labor force, occupational and industrial patterns in employment, hiring and job-seeking procedures, unemployment, wage determination, the economic influence of unions, historical trends in wage levels and structures, income distribution.

DEVELOPMENT OF WAGE THEORY (ILR) 545. Fall term. Open to graduate students and upperclassmen, with permission of instructor.

Intensive consideration of the original texts of leading wage theorists from Adam Smith to J. B. Clark. Emphasis is placed on the varying problems faced by different theorists and the consequent relevance of their theories to different kinds of present-day wage-employment problems.

CONTEMPORARY LABOR MARKET ANALYSIS (ILR) 546. Spring term. Open to graduate students and, with permission of the instructor, to selected undergraduate students.

An examination of modern theories of wages and employment. The determinants of employment and wage levels and structures will be analyzed in the light of contemporary theory and research. Discussion of the nature of labor markets, the roles of economic and institutional forces in wage determination, the relation of labor mobility to wage structures, the influence of unionism on wages, the effects of wage changes on employment, and related topics.

PROBLEMS OF WAGE DISPERSION (ILR) 547. Spring term. Open to graduate students and, with permission of instructor, to selected undergraduates.

Analysis of wage relationships in different types of labor markets. Differences in wages as between industries, regions, localities, establishments, occupations, and individual workers. Relations between wage rates and other aspects of employment. Impact of the policies of managements, unions, and governments. Effects of wage differences on costs, efficiency, income, and employment.

SEMINAR IN LABOR MARKET ECONOMICS (ILR) 640, 641. Fall and spring terms, respectively. Admission with permission of instructor.

Preparation, defense, and group discussion of individual papers on selected topics in labor market economics. Each seminar paper, subject to approval of the seminar group, will involve an analysis of some specific problem, policy, theory, or relationship as selected by the individual student. Acceptable topics relate to such areas as wage or employment trends or relationships; wage-cost or wage-price relationships; labor mobility; manpower utilization.

SOCIAL SECURITY AND PROTECTIVE LABOR LEGISLATION

SOCIAL SECURITY AND PROTECTIVE LABOR LEGISLATION (ILR) 570. Fall term.

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

COMPARATIVE SOCIAL AND LABOR LEGISLATION (ILR) 670. Spring term.

The seminar is designed as a comparative study of social and labor legislation in the United States and foreign countries. The philosophical foundations of such legislation will be considered. Emphasis will be given to the content of laws and their administration and also to the economic and social conditions which promoted the legislation and the effects of the laws on the economy of the nation and the structure

of industry. Research reports, lectures, and discussions (with occasional visiting lecturers) on the various types of legislation under discussion.

CURRENT ISSUES IN ECONOMIC SECURITY (ILR) 671. Fall term.

A careful examination of the basic and current issues arising in government, union, and management programs providing protection for income and essential welfare services. The economic and administrative problems and interrelationships of private and public plans will be studied. Attention will also be directed to relevant foreign experience in social security. A seminar with readings of original documents, research reports, discussions, and occasional lectures on the particular problem selected for the seminar.

INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS

MRS. COOK, MESSRS. CLARK, WHYTE, WINDMULLER

INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS I (ILR) 580. Credit three hours. Fall term. Open to graduate students and seniors.

The history of labor movements and the development of labor-management relations in industrially advanced countries. Comparative analysis of the most important contemporary problems in industrial and labor relations in the mature economies of Europe, North America, Australia, etc.

INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS II (ILR) 581. Credit three hours. Spring term. Open to graduate students and seniors.

A study of the labor problems of countries in early and intermediate stages of economic and industrial development as, for example, the development of an industrial labor force, the training of management personnel, the role of labor organizations, and the problems arising under different forms of labor-management relations. A part of the term will be devoted to the examination of labor problems in selected countries in Asia, Africa, the Middle East, and the Western Hemisphere.

INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS (ILR) 680. Spring term. Prerequisite ILR 580 or 581 or consent of instructor.

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

INTERAREA COURSES IN INDUSTRIAL AND LABOR RELATIONS

WRITTEN COMMUNICATIONS (ILR) 590. Fall and spring terms.

The preparation of the various types of written communications commonly found in the field of labor-management relations, with the objective of developing ability to prepare written communications that are well organized and clearly and simply written. Topics include analysis, classification, and organization of data; acceptable English usage; writing style; readability of written matter; and principles of effective communication. Procedure will include class discussion of basic principles and a large amount of writing and revision of communications of various types.

SPECIAL STUDIES (ILR) 699.

Directed research in special problems.

UNIVERSITY SUMMER SCHOOL

THE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS, in conjunction with the Cornell University Summer School, offers credit courses designed primarily to meet the needs of persons in industry, labor, government, and education. Both undergraduate and graduate instruction is available in courses usually of six weeks' duration.

The *Announcement of the Summer School* and application forms for admission are available from the Office of the Summer School, Edmund Ezra Day Hall. A student planning to become a candidate for an advanced degree from Cornell University should apply for admission not only to the Office of the Summer School but also to the Dean of the Graduate School.

Registration for the six weeks' Summer School in 1959 will take place July 6, and classes will begin July 7, extending through August 15. Courses will include:

INDUSTRIAL AND LABOR RELATIONS

- ILR 192 Industrial Occupations and Processes
- ILR 260 Personnel Administration
- ILR 293 Survey of Industrial and Labor Relations
- ILR 353 History and Development of Labor Unions
- ILR 442 Economics of the Labor Market
- ILR 499 Special Studies
- ILR 510 Economic and Social Statistics
- ILR 596u Labor-Management Relations
- ILR 699 Special Studies

INDUSTRIAL EDUCATION AND TRAINING

- ILR 533u Industrial Education and Training: Dynamics of Administration
- ILR 534u Learning Theory and Teaching in Industrial Education and Training

Descriptions of the above courses will be available in a separate *Announcement of the Summer School*.

SIX-WEEK SUMMER SCHOOL CHARGES

Students in the six-week Summer School will pay at the rate of \$20 per credit hour for courses prefixed with an "S," and \$30 per credit hour for courses prefixed with an "A." All Summer School students are charged a fee of \$4 per week for health and infirmary services, administrative services, and student union membership.

RESEARCH AND PUBLICATIONS

RESEARCH and publication are recognized as vital aspects of the School's educational program. Faculty and graduate students are especially concerned with the research function; teaching and research are recognized as interrelated faculty functions, and graduate students often have an opportunity to work with faculty on projects as well as to develop projects of their own.

In most instances, the individual engaged in research chooses and develops his own project. Advice and assistance in meeting the scientific and practical problems involved are often provided by the Office of Research and Publications. This approach integrates teaching and research and also provides for a two-way flow of ideas.

The work of staff members is coordinated within the School and with research activities of other schools and agencies through the Office of Research and Publications.

Significant research results and informational materials thus developed are made available by publication in professional journals, by arrangement with commercial publishers, or by the School through its publication program. This program includes a bulletin series; *ILR Research*, a publication appearing three times each year, presenting for the layman brief summaries of selected research findings; a series of reprints of pertinent articles published by the faculty; and two monograph series, *Cornell Studies in Industrial and Labor Relations* and *Cornell International Industrial and Labor Relations Reports*. Single copies of bulletins, bibliographies, and reprints are mailed free of charge to residents of New York State and at a nominal charge to out-of-state residents.

The School also publishes the *Industrial and Labor Relations Review*, a quarterly professional journal. The journal carries articles, discussions, book reviews, and other items of interest to both laymen and students.

Further information on the research program and a list of current publications can be obtained from the Office of Research and Publications, New York State School of Industrial and Labor Relations. Copies of publications may be obtained from the School's Distribution Center.

INSTITUTE OF INTERNATIONAL INDUSTRIAL AND LABOR RELATIONS

IN RESPONSE to increasing interest and School activities in international aspects of labor-management relations, the Institute of International Industrial and Labor Relations was established in June, 1951. Within the framework of the School, the Institute seeks to develop new, and coordinate existing, programs of instruction and research in international industrial and labor relations. Through such programs and the growing exchange of students and scholars, the School expects to train persons for work in this field and hopes to improve the understanding of industrial and labor relations at home and abroad.

The instructional program has also included a number of special courses offered to foreign groups sponsored by federal government agencies. Groups of labor, management, university, and government organizations who have studied at the School have come from Germany, Norway, France, Turkey, Austria, The Netherlands, and India.

Students who wish to study in the area of international labor and industrial relations will have available not only various course offerings in the School but also course offerings and research programs in other divisions of the University, especially in the Departments of Far Eastern Studies, Economics, Government, History, and Sociology.

LIBRARY

BECAUSE of the nature of the subject matter with which the School is concerned, considerable emphasis has been given to the provision of adequate library service to supplement the resident teaching program and to assist the work of the Office of Research and Publications and the Extension Division.

In addition to the resources of the University and other specialized libraries, the School has assembled a comprehensive book collection of more than 40,000 volumes in the field of industrial and labor relations. It receives regularly periodicals, labor union journals, business and industrial publications, press releases, and labor-management services.

Important collections of noncurrent books and documents have been acquired, and additional materials are constantly being added.

Documentary materials provide original sources of data and offer opportunity for laboratory work by the student as well as furnishing resources for research by the School staff. A separate unit in the library is carrying on the work of building up a documentation center which already includes extensive files of published and unpublished documents and records of labor organizations and industrial concerns. Comprised in the collection are collective agreements, supervisors' manuals, employee handbooks, pension plans, arbitration awards, federal and state labor and social security legislation, and legal documents on labor cases.

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

Through the Extension Division, books, pamphlets, and other materials are sent to extension classes throughout the state. These are loaned from the Traveling Libraries Section of the New York State Library or from the School library directly to the instructor, who at his discretion may loan them to his class.

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

EXTENSION

THE Extension Division provides educational services without college credit for labor, management, government, civic, educational, and community groups throughout New York State. Correspondence courses are not offered.

Programs include courses, workshops, seminars, conferences, lecture series, panel discussions, forums, and single lectures. Each program is developed in joint meetings of representatives of the organization served, the School, and the Extension teacher.

Most Extension programs, teaching materials, and services are provided without cost. A charge is made to cover unusual expenses for teachers, teaching materials, or rentals. Charges are sometimes made for extensive or experimental programs or when substantial services are provided for the same organization.

The School appoints qualified teachers from Cornell University, from other educational institutions, from business, industry, labor, government, and the professions. Special effort is made to match a teacher's personality, training, experience, and teaching style with the interests of the students in the group served.

The length of each program is determined by the interests and needs of the group served and the availability of a qualified teacher. Courses are usually scheduled for one-and-a-half or two hours weekly for six to eight weeks; conferences and institutes for periods ranging from one day to four weeks. Programs are conducted during the day or evening at the convenience of the group served.

Programs are held in places which meet the requirements of a satisfactory teaching-learning situation and the convenience of the group served. They have been held in union meeting halls, company conference rooms, hotel conference rooms, public schools, on the Cornell University campus, and on the campuses of other educational institutions.

One of the important functions of the School is to help labor, management, and other interested groups develop and conduct their own educational programs. The Extension Division also assists in teacher training and in the preparation of instructional materials.

Programs for union groups include courses in grievance procedure, labor law, protective labor legislation; the history, development, and functions of labor unions; current labor relations issues; unions and international labor relations; unions and the community. For example, members of various unions participated in a course on labor unions and American democratic traditions; regional staff members of an international attended a conference on union member, officer, staff relationships; delegates to a city body had a course in workmen's com-

pensation and disability benefits; union officers attended a workshop on counseling; members of locals had courses in current labor problems, collective bargaining and grievance handling, and union administrative relationships.

Programs for management groups include courses in effective supervision, human relations aspects of supervision, techniques of training, executive development, protective labor legislation and labor law, labor relations for small business, conference method. For example, members of a Chamber of Commerce had a course on current issues in collective bargaining; members of professional associations attended seminars on modern managerial ideologies, on money and motivations; executives of a manufacturing company attended a seminar on human problems of organization and planning; graduate engineers of an industrial plant studied problems of supervising professional employees; managers of a grocery store chain had a course on supervisor-employee relations.

Federal, state, and municipal agencies were provided courses in human relations, management development, leadership and teacher training; groups of hospital administrators studied human relations, problems of supervision; groups of public school teachers participated in courses on labor-management relations; groups in community adult education programs worked on case studies in supervision.

The School has four District Offices:

Albany: Capital District

Room 1208, 11 North Pearl Street

Albany 7, New York

Phone: Albany 5-3518

Buffalo: Western District

Rooms 702-703, 17 Court Street

Buffalo 2, New York

Phone: MOhawk 9784

Ithaca: Central District

Room 28, New York State School of Industrial and Labor Relations, Cornell University

Ithaca, New York

Phone: Ithaca 4-3211, Extension 3547

New York City: Metropolitan District

Rooms 523-525, 551 Fifth Avenue

New York 17, New York

Phone: OXford 7-2247

Persons interested in the extension services of the School should address their inquiries to the nearest District Office or to the Director of Extension, New York State School of Industrial and Labor Relations, Cornell University.

ON-CAMPUS SPECIAL PROGRAMS

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

During the past year, programs covered a wide range of interests including the Conference on the Economic Climate and Collective Bargaining, the United Steelworkers of America Educational Conference, and the Institute for Training Specialists.

Among the programs scheduled for 1959 are:

Human Relations in Administration Seminar (4 weeks): February 1-27

Human Relations in Administration Seminar (4 weeks): March 29-April 24

Conference on Current Problems in Labor Relations: May 5-6

Conference on Industrial Mental Health: May 11-12

Institute on Personnel for Savings Banks: May 19-22

Institute for Training Specialists: June 1-5

Thirteenth Annual Conference of Training Directors: October 21-23

Special announcements issued during the year will call attention to additional programs for representatives of labor, management, government, and other groups interested in the field of industrial and labor relations.

The School will offer, for the seventh year, a series of one-week noncredit seminars and workshops in the summer of 1959. They are designed for practitioners, and consequently each will give specific emphasis to an operational area of the field. The tentative schedule includes the following:

Wage and Salary Administration

Interviewing Methods and Techniques

Personnel Selection and Placement

In-Plant Communications

Community Relations for Business and Industry

Personnel Problems of Technical and Professional Staff

Management Training Programs

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



INDEX

- Administration: labor union, 29, 44; personnel, 29, 48
- Admission criteria: graduate students, 34; undergraduates, 11
- Admission requirements: graduate students, 34; undergraduates, 10
- Analysis, labor market, 28, 49
- Announcements: *inside back cover*
- Calendar, academic: *inside front cover*
- Careers, possibilities for, 9
- Collective bargaining, 25, 43
- Comparative labor problems, 51
- Council, Advisory, of school, 4
- Course descriptions, graduate students, 43
- Course descriptions, undergraduates: all courses, 24; required courses, 20
- Curriculum (undergraduate), 17
- Degree requirements: Bachelor of Science, 17; graduate degrees, 38
- Dining arrangements: undergraduates, 14
- Economics, labor, 28, 49
- Expenses: graduates, 35; undergraduates, 12
- Faculty and staff, 5
- Fees: graduate students, 35; undergraduates, 12
- Fellowships and scholarships, 15, 37
- Financial aid: graduate students, 36; undergraduates, 15
- Graduate students: admission, 34; course descriptions, 43; degree requirements, 38; financial aid, 36; housing, 35; living costs, 36; major and minor subjects, 40; organization of work, 33; programs for degrees, 38; residence requirements, 38; tuition and fees, 35
- Health services, 13
- History, labor union, 28, 44; of School, 7
- Housing: graduate students, 35; married students, 14; undergraduates, 14
- Human relations, 26, 47
- Human resources, 27, 46
- Income security, 49
- Interarea courses, 31, 51
- International Industrial and Labor Relations, Institute of, 54
- International labor problems, 51
- Internship, Bureau of National Affairs, 19
- Jobs for students, 15
- Labor law, 43
- Labor legislation, protective, 30, 50
- Labor market economics and analysis, 28, 49
- Labor union administration, 28, 44
- Labor union history, 28, 44
- Law, labor, 43
- Library, 54
- On-campus special programs, 58
- Medical care, 13
- Military training, 19
- Personnel administration, 29, 48
- Physical education, 20
- Placement, students and alumni, 10
- Program: graduate, 33; undergraduate, 9
- Publications, 53
- Purpose of School, 7
- Required undergraduate courses, description of: freshman year, 20; sophomore year, 22; junior year, 23; senior year, 24
- Requirements for admission: graduate students, 34; undergraduates, 10
- Requirements for degrees: Bachelor of Science, 17; graduate, 38
- Requirements, University, 19
- Research, 53
- Scholarships and fellowships, 15, 37
- Security, 30, 49, 50
- Social security, 30, 50
- Special programs, 58
- Statistics, 26, 45
- Student union, 13
- Summer school, 52
- Trustees, 3
- Tuition: graduate students, 35; undergraduates, 12
- Undergraduates: admission, course descriptions, curriculum, degree requirements, expenses, financial aid, housing and dining, program, vocations, work experience, 9 ff.
- Visiting lecturers, 9
- Vocational opportunities, 9
- Work experience requirement, 19