

**Industrial and Labor Relations: Spring 2010 Courses—Room & Time Roster****Collective Bargaining (ILRCB)**

<b>ILRCB 1100: Introduction to U.S. Labor History</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>18852</b>	<b>LEC 001</b>	<b>TR</b>	<b>1140A-1255P</b>	<b>IVS TBD</b>	<b>R. Applegate</b>	
25901	DIS 201	F	1220-0120P	IVS TBD	R. Applegate	
<b>18858</b>	<b>LEC 002</b>	<b>TR</b>	<b>0230-0320P</b>	<b>IVS TBD</b>	<b>J. Berger</b>	
20120	DIS 221	F	1115A-1205P	IVS TBD	J. Berger	
20122	DIS 222	F	1220-0110P	IVS TBD	J. Berger	
20124	DIS 223	F	0125-0215P	IVS TBD	J. Berger	

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

<b>ILRCB 1200: Introduction to Disability Studies</b> <b>1<sup>st</sup> 7 weeks</b>					<b>2.0 HRS</b>	<b>LET ONLY</b>
<b>18964</b>	<b>LEC 001</b>	<b>W</b>	<b>0730-0930P</b>	<b>IVS TBD</b>	<b>M. Gold, S. Bruyère</b>	

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

<b>ILRCB 2010: Labor &amp; Employment Law</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>14828</b>	<b>LEC 001</b>	<b>MWF</b>	<b>1010-1100A</b>	<b>IVS TBD</b>	<b>M. Gold</b>	
<b>14830</b>	<b>LEC 002</b>	<b>TR</b>	<b>1140A-1255P</b>	<b>IVS TBD</b>	<b>K. Griffith</b>	

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

<b>ILRCB 2050: Collective Bargaining</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>14832</b>	<b>LEC 001</b>	<b>MW</b>	<b>1140A-1255P</b>	<b>IVS TBD</b>	<b>H. Katz</b>	
<b>14834</b>	<b>LEC 002</b>	<b>MW</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>R. Hurd</b>	

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

<b>ILRCB 2060: Writing Seminar in Law (Equality in the Workplace)</b> <b>Sophomore Writing</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>26337</b>	<b>LEC 001</b>	<b>MW</b>	<b>0125-0240P</b>	<b>IVS TBD</b>	<b>R. Lieberwitz</b>	

An examination of the various aspects of equality in the workplace, focusing most closely on issues of race, gender, and national origin and the ways in which societal discrimination on these bases are institutionalized in the workplace. We will explore the different ways that "equality" may be defined and will examine specific workplace issues, such as the way that gender or racial stereotypes create inequalities in employment. We will also study the means that may be used for achieving equality at the workplace. The course entails research and writing assignments and a high level of student participation in class discussions.

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<b>ILRCB 2090: Work and Labor in the Global Economy</b>	<b>Sophomore Writing</b>	<b>3.0 HRS</b>	<b>LET ONLY</b>
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<b>25920</b>	<b>LEC 001</b>	<b>MW</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>K. Bronfenbrenner</b>
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Examines the evolution of American workplace in the past 20 years in the context of the global economy. Through a combination of nonfiction, fiction, workplace site visits, worker interviews, guest speakers, and weekly short writing assignments, students explore the changing nature of corporate structure, the workplace, the work process, and workers' lives in a range of occupations in five different sectors of the economy: IT, manufacturing, public sector, health care, and casual labor. Guest speakers include workers, union leaders, and employers from companies in the target sectors and site visits are made to both union and nonunion facilities. Particular emphasis is placed on exploring how work, workers, and communities have been impacted by globalization.

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<b>ILRCB 2300: Argumentation and Debate</b>	<b>3.0 HRS</b>	<b>LET ONLY</b>
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<b>26991</b>	<b>LEC 001</b>	<b>W</b>	<b>0125-0425P</b>	<b>IVS TBD</b>	<b>S. Nelson</b>
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Students learn the principles of argumentation and debate. Topics emphasize Internet database research, synthesis of collected data, policy analysis of evidentiary quality, refutation of counter claims, identification of logical fallacies, risk evaluation, framing of issues, and coherent storytelling. Prepares students to work with a great range of opinion and evidence. Emphasizes different viewpoints, including those of different cultures. Assumptions are interrogated.

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<b>ILRCB 3040: American Workers and the Democratic Ideal – The “Greatest Generation” and the Struggle for Workplace Rights, 1929-1947</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
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<b>26105</b>	<b>LEC 001</b>	<b>MW</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>C. Daniel</b>
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Explores the forceful, if often contradictory, means by which advocates of industrial democracy in the United States advanced their cause in the midst of depression, reform and war. It will focus, in particular: on workers' efforts to create an encompassing industrial labor movement able to represent their interests both in the workplace and in the broader economic, social, legal and political realms of American life; on the efforts of employers to negate, impede or constrain organized labor's ability to reorder power relationships that had subordinated workers' rights to property rights since the dawn of the Industrial Age in the United States; and, on the efforts of New Deal reformers and wartime planners to ensure that the relentless competition between labor and capital to shape public policies affecting work and workplace relations did not impair or subvert the public interest.

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<b>ILRCB 3040: Radicals, Reformers and Reactionaries: Politics &amp; Protest in 20<sup>th</sup> Century America</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
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<b>26106</b>	<b>LEC 002</b>	<b>TR</b>	<b>1140A-1255P</b>	<b>IVS TBD</b>	<b>J. Berger</b>
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Explores critical debates in twentieth-century U.S. history over politics, culture, the economy, diplomacy, class, race, gender, and sexuality. Reading assignments primarily will consist of texts authored by the century's radicals, reformers and reactionaries. During class discussions, students will evaluate the competing visions Americans have had for their country.

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<b>ILRCB 3040: Building America: Public Policy and Economic Development</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
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<b>26107</b>	<b>LEC 003</b>	<b>M</b>	<b>0125-0425P</b>	<b>IVS TBD</b>	<b>F. Kotler</b>
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The Obama Administration's economic stimulus initiatives have antecedents throughout US history. To what extent have large-scale public works projects stimulated economic activity, created jobs, and provided long-term economic and social benefits? How have funding priorities been determined and in whose interest? We will examine the historic role of infrastructure spending going back to the Erie Canal and Transcontinental Railroad projects in the 19th century, study the New Deal projects of the 1930s, and analyze the system of post-World War II military spending. Guest speakers will discuss the potential today for developing Green Jobs in a more Green Economy. This seminar emphasizes class discussion and writing based on reading assignments and videos.

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<b>ILRCB 3070: U.S. Business History – The Changing American Corporation</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
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<b>25914</b>	<b>LEC 001</b>	<b>TR</b>	<b>0255-0410P</b>	<b>IVS TBD</b>	<b>R. Applegate</b>
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Surveys the changing organization of business firms in the United States since the Civil War, with a central focus on the historically dominant form of American business organization: the large industrial corporation. Course work covers the distinctive features and historical significance of the corporations known as “big business” by investigating the circumstances of their creation, successive phases of their organizational restructuring, the expanding reach of their managerial controls from firms to industries and markets, and the enduring contest over their governance.

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**ILRCB 3830: Workers' Rights as Human Rights** **4.0 HRS** **LET ONLY****16864** **LEC 001** **MW** **1010-1125A** **IVS TBD** **J. Gross**

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

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**ILRCB 4030: The Economics of Collective Bargaining in Sports** **4.0 HRS** **LET ONLY****18696** **LEC 001** **TR** **1010-1125A** **IVS TBD** **L. Kahn**

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

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**ILRCB 4040: Contract Administration** **4.0 HRS** **LET ONLY****25915** **LEC 001** **MW** **0125-0240P** **IVS TBD** **K. Bronfenbrenner**

*Prerequisites: ILRCB 2010/5010, 2050/5000.* Focuses on the practice, nature, and challenges of union representation under collective bargaining agreements. Working with union contracts, constitutions, and by-laws from a diversity of national and local public and private sector agreements, the course examines how U.S. unions represent their members in different industries and different collective bargaining environments. Issues addressed include union representative/steward rights and responsibilities, contract enforcement structures and practice, access to information, new work systems, hours of work and scheduling, contingent staffing arrangements, workplace discrimination, health and safety, promotional opportunities, downsizing, leadership development, membership involvement and commitment, internal organizing, community coalition building, and decertification campaigns. Students practice hands-on work in interpreting contract language and preparing and presenting grievances and unfair labor practices.

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**ILRCB 4060: Hospitality Industry Labor Relations (also HADM 4481)** **4.0 HRS** **LET ONLY****26363** **LEC 001** **M** **0125-0425P** **IVS TBD** **R. Hurd and P. Wagner**

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

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**ILRCB 4860: Collective Bargaining in Public Sector** **4.0 HRS** **LET ONLY****19376** **LEC 001** **TR** **0125-0240P** **IVS TBD** **L. Adler**

*Prerequisites: ILRCB 2010 and 2050/5000.* Examines the history of public employees' collective bargaining and other workplace rights. Emphasis is placed on the current trade-offs between municipal and state governments and their unionized employees in New York City and state, although trends in other states, the federal sector, and in certain EU countries are also examined. Topics include representation rights, public sector workers ability to leverage their power, unfair labor practices, impasse procedures, the scope of collective bargaining, and a limited treatment of the U.S. constitution in the public workplace. Examination of the development, practice, and extent of collective bargaining between federal, state, and local governments and their employees. Throughout, we are mindful of how the exercise of public employee rights impacts municipal, state, and federal public policy labor market considerations. There are several prominent guest speakers.

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**ILRCB 4880: Liberty and Justice for All** **CANCELLED** **4.0 HRS** **LET ONLY****18674** **LEC 001** **MW** **0255-0410P** **IVS TBD** **M. Gold**

*Prerequisite: junior or senior standing or permission of instructor.* Examines major theories of ethics, then applies them to contemporary issues such as affirmative action and reverse discrimination, the right to life (from abortion to capital punishment), comparable worth, and constitutional rights such as freedom of speech.

<b>ILRCB 5000: Collective Bargaining</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>18690</b>	<b>LEC 001</b>	<b>MW</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>S. Kuruvilla</b>	
<i>Prerequisite: graduate standing. Recommended—previous or concurrent enrollment in ILRCB 5010.</i> Comprehensive introduction to the industrial relations system of the United States. Covers the negotiation, scope, and day-to-day administration of contracts; union and employer bargaining structures; implications of industrial relations issues for U.S. competitiveness and public policy; industrial conflict; and U.S. industrial relations in international and comparative perspective.						
<b>ILRCB 5010: Labor and Employment Law</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>18692</b>	<b>LEC 001</b>	<b>MW</b>	<b>0255-0410P</b>	<b>IVS TBD</b>	<b>L. Compa</b>	
<i>Prerequisite: graduate standing.</i> Survey and analysis of the law governing labor relations and employee rights in the workplace. The first half of the course examines the legal framework in which collective bargaining takes place, including union organizational campaigns, negotiations for and enforcement of collective bargaining agreements, and the use of economic pressure. The second half surveys additional issues of rights in employment, including such topics as employment discrimination, the developing law of “unjust dismissal,” and union democracy. Also serves as an introduction to judicial and administrative systems.						
<b>ILRCB 6011: Negotiation – Theory &amp; Practice</b>					<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>18700</b>	<b>LEC 001</b>	<b>MW</b>	<b>0255-0410P</b>	<b>IVS TBD</b>	<b>D. Lipsky</b>	
<i>Prerequisites: background in economics and social sciences, or permission of instructor.</i> Deals with negotiation and bargaining, focusing on process, practice, and procedures. Concentrates on the use of negotiation and bargaining to resolve conflicts and disputes between organizations and groups. Discusses various theories of negotiation, including conventional, “Positional” bargaining, interest-based bargaining, the use of power in negotiation, and game theoretic approaches to bargaining. Examples, cases, and exercises are used to illustrate general principles. This is a generic negotiation course and thus does not deal with labor relations nor does it focus on any particular type of negotiation. Rather, it examines negotiation and bargaining generally, using examples drawn from several contexts, including employment relations, environmental disputes, real estate transactions, and other settings.						
<b>ILRCB 6019: Dispute Resolution Practicum</b>					<b>2.0 HRS</b>	<b>LET ONLY</b>
<b>18704</b>	<b>LEC 001</b>	<b>W</b>	<b>0730-1000P</b>	<b>IVS TBD</b>	<b>D. Lipsky, R. Seeber, and R. Scanza</b>	
<i>Limited to 20 students.</i> Purpose is to link classroom discussion and analysis of arbitration and mediation with opportunities for students to observe actual arbitration and mediation cases. The course is designed to be an advanced seminar for graduate and undergraduate students who have a serious interest in pursuing a career in arbitration or mediation. Classroom discussions and readings will focus on both labor arbitration and mediation (i.e., the use of arbitration and mediation in unionized settings) and employment arbitration and mediation (i.e., the use of arbitration and mediation in cases involving nonunion employees).						
<b>ILRCB 6020: Arbitration</b>					<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>18694</b>	<b>LEC 001</b>	<b>M</b>	<b>0125-0425P</b>	<b>IVS TBD</b>	<b>M. Goldstein</b>	
<i>Limited to 21 students. Prerequisites: ILRCB 2010, 2050; 5000, and 5010.</i> Study of arbitration in the field of labor-management relations, including an analysis of principles and practices, the law of arbitration, the handling of materials in briefs or oral presentation, the conduct of a mock arbitration hearing, and the preparation of arbitration opinions and post-hearing briefs.						
<b>ILRCB 6079: Low-Wage Workers and the Law</b>					<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>18698</b>	<b>LEC 001</b>	<b>TR</b>	<b>0255-0410P</b>	<b>IVS TBD</b>	<b>K. Griffith</b>	
<i>Prerequisite: ILRCB 2010 or permission of instructor.</i> Examines labor and employment law as it affects low-wage (including documented and undocumented immigrant) workers. It will cover traditional labor and employment law statutes as well as new developments in labor and employment law that affect low-wage workers. Much of the course will be dedicated to federal legislation and case law related to the above. The course will also cover the overlap between labor and employment law and low-wage and immigrant worker organizing efforts.						
<b>ILRCB 6890: Constitutional Aspects of Labor Law</b>					<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>26309</b>	<b>LEC 001</b>	<b>MW</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>R. Lieberwitz</b>	
In-depth analysis of the Supreme Court decisions that interpret the United States Constitution as it applies in the workplace. Focuses on the First Amendment, Fifth Amendment, Fourteenth Amendment, and Commerce Clause, with issues including freedom of speech and association, equal protection, due process, and other issues in the area of political and civil rights. The course entails a high level of student participation in class discussion, and assignments include a research paper.						

<b>ILRCB 7020: Issues in Contemporary Collective Bargaining</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>26364</b>	<b>LEC 001</b>	<b>W</b>	<b>0125-0425P</b>	<b>IVS TBD</b>	<b>R. Givan</b>	

Will provide doctoral students the opportunity to discuss key theoretical and empirical developments in the field of industrial relations, broadly conceived. The objective of the course is to introduce students to current debates, and allow students to take on theoretical and empirical issues. All students will have the opportunity to assign reading and workshop their own writing.

<b>ILRCB 7081: Labor and Working Class History: The United States in Transnational and Comparative Perspective (also HIST 6081)</b>					<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>25925</b>	<b>LEC 001</b>	<b>W</b>	<b>0230-0500P</b>	<b>Keeton House Seminar Room</b>	<b>J. Cowie</b>	

This intensive reading and writing seminar will take the United States as its main reference point (historiographically, economically, politically), but make sustained forays into, and connections with, the working-class histories of other nations. We will read at least one monograph per week, submit one review per week, and write two longer papers during the semester. In addition to sharpening analytical and writing skills, the goals of the seminar are to: a) frame working class and social history as a series of transnational processes--such as human, capital, and cultural migrations, both coerced and free; b) place United States history (arguably the most parochially-written subfield in the discipline) into a wider transnational framework; c) think about history as a "trans-local" phenomenon and develop methodologies for framing local-to-local histories within state, regional, and global perspectives.

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## Human Resource Management (ILRHR)

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<b>ILRHR 2600: Human Resource Management</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>18926</b>	<b>LEC 001</b>	<b>MW</b>	<b>0840-0955A</b>	<b>IVS TBD</b>	<b>A. Langevin</b>	

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

<b>ILRHR 2660: Essential Desktop Applications</b>					<b>2.0 HRS</b>	<b>LET ONLY</b>
<b>18928</b>	<b>LEC 001</b>	<b>M</b>	<b>1220-0215P</b>	<b>IVS 118</b>	<b>C. Homrighouse</b>	
<b>18932</b>	<b>LEC 002</b>	<b>M</b>	<b>1010A-1205P</b>	<b>IVS 118</b>	<b>C. Homrighouse</b>	
<b>18934</b>	<b>LEC 003</b>	<b>F</b>	<b>1220-0215P</b>	<b>IVS 118</b>	<b>C. Homrighouse</b>	
<b>18936</b>	<b>LEC 004</b>	<b>F</b>	<b>1010A-1205P</b>	<b>IVS 118</b>	<b>C. Homrighouse</b>	
<b>18938</b>	<b>LEC 005</b>	<b>T</b>	<b>1010A-1205P</b>	<b>IVS 118</b>	<b>C. Homrighouse</b>	

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

<b>ILRHR 2690: Cross-cultural Perspectives on Work</b>					<b>Sophomore Writing</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>19052</b>	<b>LEC 001</b>	<b>TR</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>L. Nishii</b>		

*Prerequisite: ILRHR 2600 or equivalent.* Most management theories have been developed and tested by Western scholars, based on Western cultural assumptions regarding the bases of human cognition, motivation, and emotion. Yet the vast majority of the world's population is non-Western and lives accordingly, based on different cultural assumptions. Students will begin by learning about theories of cultural variation, then will learn about the implications of these cross-cultural differences for basic HR and OB concepts.

<b>ILRHR 3620: Career Development – Theory &amp; Practice</b>					<b>1<sup>st</sup> 7 weeks</b>	<b>2.0 HRS</b>	<b>S/U ONLY</b>
<b>18940</b>	<b>LEC 001</b>	<b>MW</b>	<b>1140A-1255P</b>	<b>IVS TBD</b>	<b>L. Gasser</b>		

*Limited to 30 students.* Covers the components of career management, individual factors, and organizational realities in the development of both careers and organized programs for career management. Two complementary learning tasks are required: information-gathering for career decision making based on self-assessment activities, and comprehension of organizational circumstances and practices encountered as careers develop. Grades are based on short writing assignments and a research paper.

<b>ILRHR 3670: Employee Training &amp; Development</b>	<b>1<sup>st</sup> 7 weeks</b>	<b>2.0 HRS</b>	<b>LET ONLY</b>
<b>25957 LEC 001 MW 0125-0240P</b>	<b>IVS TBD</b>	<b>L. Dragoni</b>	

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

<b>ILRHR 4612, 6622: Compensation in Service Firms (also HADM 4412, 6612)</b>	<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>TBD LEC 001 TR 1140A-1255P</b>	<b>IVS TBD</b>	<b>M. Sturman</b>

*Prerequisite(s):* Introductory human resource course such as [HADM 2211](#) (formerly HADM 211) or ILRHR 2600. This course is designed to give students a practical understanding of the methods and implications of compensation, including hands-on experience designing compensation systems for firms in the service industry. (The course is designed to provide material that is distinct from that provided in ILRHR 6690 Managing Compensation.) Students will learn how to design a pay plan, including base pay and pay-for-performance plans. By the completion of the course, participants will know how to design pay ranges and grades for organizations where most jobs can be benchmarked with market data. The course will also devote considerable time to the design of incentive plans, including merit pay, bonuses, gainsharing, profit sharing, piece-rate, tipping, and commission systems. The course is designed to be useful for those desiring employment as an entry-level compensation specialist, a human resources generalist, those starting and running their own business, or those who want a better understanding of how human resource practices are actually managed. For students with a particular interest in compensation, the course can be taken in addition to the ILRHR 6690 course; for those interested in compensation in the services industry, this course can be taken as a standalone course.

<b>ILRHR 4603: Work Groups and Teams</b>	<b>1<sup>st</sup> 7 weeks</b>	<b>2.0 HRS</b>	<b>LET ONLY</b>
<b>25950 LEC 001 TR 1010-1125A</b>	<b>IVS TBD</b>	<b>B. Bell</b>	

Spring. In recent years, there has been an ongoing shift from work organized around individual jobs to team-based work structures. This course examines the factors that are influencing the emergence of teams as basic building blocks of organizations and the implications of team-based work structures for human resource management. The first part of the course focuses on the different types of teams that can exist with organizations and the determinants of work team effectiveness. Attention is then shifted to examining the key aspects of the creation, development, operation, and management of work teams. The goal of the course is to provide students with a better understanding of how organizations can enhance the effectiveness of their work groups and teams.

<b>ILRHR 4620: Staffing Organizations</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>25934 LEC 001 MW 1140A-1240P</b>	<b>IVS TBD</b>	<b>B. Livingston</b>

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

<b>ILRHR 4640: Business Strategy</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>18942 LEC 001 TR 0840-0955A</b>	<b>IVS TBD</b>	<b>D. Cohen</b>

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

<b>ILRHR 4650: Globalization at Work</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>25937 LEC 001 MW 0255-0410P</b>	<b>IVS TBD</b>	<b>R. Batt</b>

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

<b>ILRHR 4664: Human Resource Analytics</b>				<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>25965</b>	<b>LEC 001</b>	<b>MW</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>J. Hausknecht</b>
Addresses the growing need for data-driven, analytical approaches to managing talent. The course introduces students to the fundamental logic, metrics, analysis, and interpretation needed to link human resource initiatives to broader indicators of organizational performance. By the end of the course, students should be capable of gathering, integrating, analyzing, and interpreting relevant HR metrics to make better decisions about managing people in organizations.					
<b>ILRHR 5600: Human Resource Management</b>				<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>18944</b>	<b>LEC 001</b>	<b>MW</b>	<b>0840-0955A</b>	<b>IVS TBD</b>	<b>B. Livingston</b>
<i>Prerequisite: graduate standing.</i> Survey course designed to provide an introduction to concepts and topics in human resource management. Consideration is given to theories and applications involved in effectively managing people in organizations. Topics include recruitment, staffing, training, performance management, retention, compensation, international human resource management, and the legal environment. Emphasis is placed on exploring these issues from both strategic and tactical levels to increase organizational effectiveness.					
<b>ILRHR 6601 Research on Education Reforms &amp; HR Policy</b>				<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>19204</b>	<b>LEC 001</b>	<b>MW</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>J. Bishop</b>
State and local efforts to improve K–12 education are employing a variety of (sometimes contradictory) reform strategies. This research seminar critically examines the case that is made for (and against) each of the major reform proposals and review studies that provide objective evidence on their effectiveness. The education reform strategies examined include vouchers, charter schools, small schools, career academies, extending the school day and year, better preparation and selection of new teachers, better professional development, ending tenure, merit pay, state standards and school accountability, ending social promotion, and externally set end-of-course examinations.					
<b>ILRHR 6604: Global Field Study in Strategic Human Resources</b>				<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>25955</b>	<b>LEC 001</b>	<b>MW</b>	<b>1140A-1255P</b>	<b>IVS TBD</b>	<b>J. Haggerty</b>
This unique course provides students with in-depth information on strategic HRM in a selected region of the world. We will study the development of selected businesses, the history, role and current efforts of government in the workplace, and local cultural nuances as they affect the world of work. Students will travel to the region studied and visit a variety of workplaces and institutions during spring break. Student presentations and a final paper will compare and contrast significant aspects of the dominant U.S. strategic HR model with strategic HR model(s) found in the studied region.					
<b>ILRHR 6605: Nonprofit Finance and Management</b>				<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>25953</b>	<b>LEC 001</b>	<b>W</b>	<b>0700-1000P</b>	<b>IVS TBD</b>	<b>J. Grasso</b>
Provides students with a practitioner’s focus on financial and managerial issues in the nonprofit sector, including universities, hospitals, government agencies, and foundations. The course will include an overview of nonprofit financial statements, debt issuance, endowment management, credit analysis, organizational governance issues, strategic planning, industry trends, executive compensation, and philanthropy. Students will gain a comprehensive overview of all critical aspects of nonprofit management. A research paper will allow students to focus on a particular nonprofit sector (e.g., environmental organizations, trade unions, private foundations) or to focus on a functional area (e.g., endowment management, philanthropy, organizational governance).					
<b>ILRHR 6611: Entrepreneurs &amp; Entrepreneurial Organizations</b>				<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>25954</b>	<b>LEC 001</b>	<b>T</b>	<b>0700-1000P</b>	<b>IVS TBD</b>	<b>D. Burton</b>
Entrepreneurs are modern-day heroes. We are increasingly captivated by the stories of people from humble origins who, with only a good idea and a bit of luck, build respected, high-profile organizations. In this seminar we will examine the myths and realities of entrepreneurship and the entrepreneurial process in the United States. Through case studies and readings, we will critically evaluate the received wisdom about building successful new ventures. Intended for students who are interested in learning more about entrepreneurship. It is not a how to course, but rather a conceptual overview of the field with particular emphasis on labor market and employment-related topics. Through readings and case studies, students will learn about topics such as opportunity assessment, organization growth and management, and entrepreneurial careers. We will examine different types of entrepreneurship including self-employment, franchising, small and family businesses, and externally financed new ventures. A seminar-style course where students will be expected to actively engage with the material. Requires coming to class having read the assigned material and being prepared to discuss and debate the ideas.					

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**ILRHR 6614: Comparative Institutional Perspectives on HR Management** **4.0 HRS** **LET ONLY**

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**27150 LEC 001 TBD TBD IVS TBD R. Batt**

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

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**ILRHR 6620: The Agile Enterprise** **4.0 HRS** **LET ONLY**

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**19212 LEC 001 TR 1010-1125A IVS TBD L. Dyer**

*Prerequisites: ILRHR 5600 or equivalent and permission of the instructor.* The need to compete in increasingly tumultuous environments is leading many companies to search for new ways of enhancing their adaptability, nimbleness, resilience, or agility. Most are focusing on flexing their basic bureaucracies and the first part of the course explores these efforts. A few, though, are tentatively exploring the desirability/feasibility of using basic tenets from complexity science to create new organizational forms that are capable of driving continuous innovation in the marketplace without having to go through internal change. The rest of the course focuses on these efforts and, at this point, the pedagogy shifts from traditional to experiential. Participants are provided opportunities to not only experiment with these new organizational forms, but also feel first-hand what life in them is like. The overall purpose of the course is to assist students in becoming knowledgeable forces for organizational transformation in the 21<sup>st</sup> century.

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**ILRHR 6631: Work Groups and Teams** **1<sup>st</sup> 7 weeks** **2.0 HRS** **LET ONLY**

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**25951 LEC 001 TR 1140A-1255P IVS TBD B. Bell**

There has been an ongoing shift from work organized around individual jobs to team-based work structures. This course examines the factors that are influencing the emergence of teams as basic building blocks of organizations and the implications of team-based work structures for human resource management. The first part of the course focuses on the different types of teams that can exist with organizations and the determinants of work team effectiveness. Attention is then shifted to examining the key aspects of the creation, development, operation, and management of work teams. The goal of the course is to provide students with a better understanding of how organizations can enhance the effectiveness of their work groups and teams.

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**ILRHR 6640: HR Online Research and Reporting Methods for Executive Decision-Making** **4.0 HRS** **LET ONLY**

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**19214 LEC 001 TR 0840-0955A IVS TBD S. Basefsky**

*Limited to 18 students. Prerequisite: ILRHR 5600/2600 or equivalent.* Designed to develop key HR competencies and skills for researching and presenting information necessary for executive decision-making. Includes a comprehensive overview of primarily web-based resources available to HR executives. Emphasizes hands-on training in the best techniques and methods for extracting conceptual frameworks, checklists, best practices, competitive intelligence, legal information, statistical data, and academic research on topics of current interest to industry. Interviewing skills, report writing and presentation methods are imparted. Following five weeks of intense information instruction and hands-on experience, students act as consultants in a combined classroom and workplace setting as they work on special projects and topics posed by HR executives of primarily Fortune 500 companies. These team-based assignments give students exposure to different companies, their cultures, and executives while providing real work experience.

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**ILRHR 6680: Staffing Organizations** **4.0 HRS** **LET ONLY**

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**25942 LEC 001 M 0125-0425P IVS TBD C. Collins**

*Prerequisites: ILRHR 2600/5600, one statistics course, or permission of the instructor.* Seminar providing an overview of the processes by which organizations staff positions with both internal and external applicants. Because staffing is one of the primary human resource activities, it is critical for human resource professionals to understand how theory, research, and legal foundations can inform staffing decisions. Therefore, this course focuses on theories, research, policies, and practices concerning job recruitment and selection. Topics include staffing strategy and context, measurement of staffing effectiveness, job/competency analysis, human resource planning, recruitment and job choice, and internal and external selection practices.

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**ILRHR 6900: International Comparative Human Resource Management** **4.0 HRS** **LET ONLY**

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**18946 LEC 001 TR 0255-0410P IVS TBD L. Nishii**

*Prerequisite: ILRHR 2600/5600 or permission of instructor.* Provides students with an understanding of the complexities associated with international human resource management. The central theme of the course is to identify whether and in what ways HRM practices need to be adapted across cultures to be effective. Course material reflects a focus on comparing American HRM practices with those in East Asia and Western Europe. In addition, the major topic areas of concern to IHRM managers are

covered, including the selection, training, compensation, and performance management of international managers (expatriates), coordination across subsidiaries of a company, the development and tracking of global leaders, and cross-cultural communication and negotiation.

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<b>ILRHR 6990 Advanced Desktop Applications</b>	<b>1.0 HR</b>	<b>S/U ONLY</b>
<b>19278 LEC 001 T 1220-0215P</b>	<b>IVS TBD</b>	<b>C. Homrighouse</b>

*Prerequisite: ILRHR 2660 or significant experience (2/4 years) using office applications.* Explores advanced topics for common desktop applications including Windows, Word, Excel, Access, PowerPoint, and basic HTML. The course is designed based on student input and instructor recommendations, covering those subjects that students feel would be most useful and relevant in the job market. Examples of areas include working with tables, columns, or sections in Word, pivot tables in Excel; taking a PowerPoint presentation “on the road;” and using join tables to create relationships in Access.

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<b>ILRHR 9600: Workshop in Human Resource Studies</b>	<b>2.0 HRS</b>	<b>S/U ONLY</b>
<b>18948 LEC 001 T 0115-0245P</b>	<b>IVS TBD</b>	<b>B. Bell</b>

*Prerequisite: M.S. and Ph.D. candidates.* Provides a forum for the presentation and critical discussion of current research being undertaken by graduate students, faculty members, and invited guests in the field of human resource studies. All M.S. and Ph.D. candidates in the Department of Human Resource Studies are urged to enroll; candidates in other departments are cordially invited. Each participant has an opportunity to benefit from the collective wisdom of the others in the formulation, design, and execution of his or her research, as well as to become current on the latest developments in the field.

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<b>ILRHR 9630: Research Methods in HRM/Strategic Human Resource Management</b>	<b>3.0 HRS LET ONLY</b>	
<b>25943 LEC 001 W 0700-1000P</b>	<b>IVS TBD</b>	<b>D. Burton</b>

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

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<b>ILRHR 9640: Doctoral Research Seminar – Special Topics</b>	<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>25966 LEC 001 W 0125-0425P</b>	<b>IVS TBD</b>	<b>J. Hausknecht</b>

*M.S. and Ph.D. candidates only.* Advanced doctoral seminar that covers selected topics in human resource management. Topics vary across semesters depending on student and faculty interests. The course is designed to allow students and faculty to pursue scholarly topics that further the scientific study of human research management issues.

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## International and Comparative Labor (ILRIC)

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<b>ILRIC 2350: Work, Labor, and Capital in the Global Economy</b>	<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>18316 LEC 001 MW 0125-0240P</b>	<b>IVS TBD</b>	<b>R. Applegate/R. Batt/M. Cook/K. Griffith/S. Kuruvilla</b>

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

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<b>ILRIC 3342: Workplace Health and Safety as a Human Right</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>19158 LEC 001 MW 0125-0240P</b>	<b>IVS TBD</b>	<b>J. Gross</b>

This course is an in-depth examination of workplace health and safety in an international and comparative context. The class will focus on both the workers who are at increased risk for injury and illness in a wide variety of regions and industries and the policies and strategies that address these human rights violations.

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<b>ILRIC 6010: Crossing Borders – Migrations in Comparative Perspective</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>19172 LEC 001 T 0125-0425P</b>	<b>IVS TBD</b>	<b>M. Cook</b>

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

**ILRIC 6011: Comparative Education and Development** 1<sup>st</sup> 7 weeks 2.0 HRS LET ONLY

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26058	LEC 001	MW	0125-0240P	IVS TBD	J. Bishop
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Comparative study of educational institutions in Western Europe, North America, Latin America, and Asia (with special emphasis on math and science education) and of the effects of these institutions on economic development, growth, and equality of opportunity. The institutions studied include primary and secondary education, apprenticeship, and higher education. Data on the consequences of policies are presented and an effort is made to understand how human resource policies and educational institutions have contributed to rapid growth in both poor and rich countries. Another focus is understanding the causes of the differences in achievement levels across nations.

**ILRIC 6012: Comparative Labor and Employment Law** 4.0 HRS LET ONLY

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26059	LEC 001	TR	0125-0240P	IVS TBD	A. Colvin
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Examines the laws governing employment and labor relations in comparative perspective. It covers examples of employment and labor law systems of countries from a number of different regions of the world including Europe, the Americas, Africa, Asia, and Australia. It also examines insights from comparative perspectives on major contemporary employment and labor law issues. The course assumes some existing knowledge of American employment and labor law, but will also consider American employment and labor law in comparative perspective.

**ILRIC 6015: Globalization & Employment Relations in India** 2<sup>nd</sup> 7weeks 2.0 HRS LET ONLY

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26425	LEC 001	MW	0125-0240P	IVS TBD	E. Noronha
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Purpose of this course is to understand the employment relations system in India and how it is responding to the pressures of globalization. We will discuss the various dimensions of the Indian employment relations system, including employment, industrial sectors, labor relations and unions, skills development, and the outsourcing industry. Will provide students with an Indian perspective on globalization and the world economy with special reference to labor and human resource issues.

**ILRIC 6020: Corporate Social Responsibility–Human Rights, Labor, and the Environment** 4.0 HRS LET ONLY

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19170	LEC 001	T	0125-0425P	IVS TBD	L. Compa
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Covers recent and current developments in the field of corporate social responsibility (CSR) and socially responsible investment (SRI) in a context of economic globalization. First classes set a foundation on the role of the multinational company in the global economy and international standards on human rights, labor rights, and the environment. Classes then move to topical studies of CSR/SRI initiatives and controversies. A consistent underlying theme of the course is the tension (and how to resolve it) between voluntary corporate self-regulation and mandatory government and intergovernmental regulation of corporate activity.

**ILRIC 6320: Revitalizing The Labor Movement: A Comparative Perspective (also GOVT 6413)** 4.0 HRS LET ONLY

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27139	LEC 001	M	0700-1000P	IVS TBD	L. Turner
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This advanced course examines labor union revitalization strategies in the United States and Europe in the context of today's global economy. The practical focus is on union strategies: recent innovations, successes and failures, and current debates within the labor movement. This is a limited enrollment seminar for motivated juniors and seniors, with graduate students also welcome. The essential course requirement is to complete the assigned reading and preparation prior to each meeting and to be ready for discussion. A successful seminar requires active rather than passive reading on the part of all participants; this means that everyone reads, takes notes, and thinks in advance of questions, arguments, and points for discussion based on the readings. Please come prepared each week for discussion and argument based on the readings for that week.

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## Labor Economics (ILRLE)

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**ILRLE 2400: Economics of Wages & Employment** 3.0 HRS LET ONLY

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18828	LEC 001	TR	0840-0955A	IVS TBD	G. Jakobson
18830	LEC 002	TR	1140A-1255P	IVS TBD	R. Smith <i>Soph. Writing</i>
18832	LEC 003	TR	0125-0240P	IVS TBD	R. Smith <i>Soph. Writing</i>
20500	LEC 004	MW	0125-0240P	IVS TBD	C. Jackson
20502	LEC 005	MW	0255-0410P	IVS TBD	C. Jackson

*Prerequisites: ECON 1110–1120 or permission of instructor; ILR students may substitute ILRLE 4400 if they have calculus.*

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

<b>ILRLE 3440: Development of Economic Thought and Institutions (also Econ 3440)</b>					<b>4.0 HRS LET ONLY</b>
<b>25892</b>	<b>LEC 001</b>	<b>TR</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>G. Boyer</b>
<i>Prerequisite: ECON 1110-1120 or equivalent.</i> Examines the historical roots of the economic institutions currently dominant in Western Europe and the United States, and the evolution of economics as a discipline, from pre-industrial mercantilist thought through the economics of John Maynard Keynes. Readings focus on the relationship between economic development and the evolution of economic thought, and in particular on the policies relating to labor and the relief of poverty.					
<b>ILRLE 4430: Compensation, Incentives, and Productivity (also ECON 4430)</b>					<b>4.0 HRS LET ONLY</b>
<b>19426</b>	<b>LEC 001</b>	<b>MW</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>M. Freedman</b>
<i>Prerequisite: ILRLE 2400 or equivalent.</i> Examines topics in labor economics of particular relevance to individual managers and firms. Representative topics include recruitment, screening, and hiring strategies; compensation (including retirement pensions and other benefits); training, turnover, and the theory of human capital; incentive schemes and promotions; layoffs, downsizing, and buyouts; teamwork; and internal labor markets. Focuses on labor-related business problems using the analytic tools of economic theory and should appeal to students with strong quantitative skills who are contemplating careers in general business, consulting, and human resource management as well as in economics.					
<b>ILRLE 4450: Women in the Economy (also ECON 4570, FGSS 4460)</b>					<b>4.0 HRS LET ONLY</b>
<b>25895</b>	<b>LEC 001</b>	<b>TR</b>	<b>0125-0240P</b>	<b>IVS TBD</b>	<b>F. Blau</b>
<i>Prerequisite: ILRLE 2400 or equivalent.</i> Examines the changing economic roles of women and men in the labor market and in the family. Topics include a historical overview of changing gender roles; the determinants of the gender division of labor in the family; trends in female and male labor force participation; gender differences in occupations and earnings; the consequences of women's employment of the family; and a consideration of women's status in other countries.					
<b>ILRLE 6420: Economic Analysis of the Welfare State (also ECON 4600)</b>					<b>4.0 HRS LET ONLY</b>
<b>20514</b>	<b>LEC 001</b>	<b>W</b>	<b>0700-1000P</b>	<b>IVS TBD</b>	<b>R. Hutchens</b>
Uses the tools of public economics to analyze modern welfare states. Although examples are drawn from several countries, the course focuses on the United States, Canada, and Sweden. What are the rationales for the level of government intervention in these states, and how do these rationales square with notions of market failure? What are the economic costs and benefits of taxes, transfers, and regulations in these states? Can voting models explain the growth and operation of welfare states? The possible answers to these questions are discussed.					
<b>ILRLE 7420: Applied Econometrics II (also ECON 7492)</b>					<b>4.0 HRS LET or S/U</b>
<b>19438</b>	<b>LEC 001</b>	<b>TR</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>G. Jakubson</b>
<i>Prerequisite: ILRLE 7410 or permission of instructor.</i> Continues from ILRLE 7410 and covers statistical methods for models in which the dependent variable is not continuous. Covers models for dichotomous response (including probit and logit); polychotomous response (including ordered response and multinomial logit); various types of censoring and truncation (e.g., the response variable is only observed when it is greater than a threshold); and sample selection issues. Includes an introduction to duration analysis. Covers not only the statistical issues but also the links between behavioral theories in the social sciences and the specification of the statistical model.					
<b>ILRLE 7460: Seminar in Labor Economics II (also ECON 7430)</b>					<b>4.0 HRS LET ONLY</b>
<b>19468</b>	<b>LEC 001</b>	<b>W</b>	<b>1215-0245P</b>	<b>IVS TBD</b>	<b>F. Blau, L. Kahn</b>
<i>Note: ILRLE 7450 and 7460 constitute Ph.D.-level sequence in labor economics.</i> Includes reading and discussion of selected topics in labor economics. Stresses applications of economic theory and econometrics to the labor market and human resource areas.					
<b>ILRLE 7470: Economics of Education (also ECON 6470)</b>					<b>4.0 HRS LET ONLY</b>
<b>19470</b>	<b>LEC 001</b>	<b>MW</b>	<b>0255-0410P</b>	<b>IVS TBD</b>	<b>R. Ehrenberg</b>
<i>Limited to economics and labor economics Ph.D. students or by permission of instructor.</i> Survey of the econometric research on a wide variety of higher education issues. Topics include public and private funding, financial aid and tuition policies, faculty labor markets, and Ph.D. production.					

**ILRLE 9400: Workshop In Labor Economics (also ECON 6840)****3.0 HRS S/U****19490 LEC 001****M****0415-0530P****IVS TBD****F. Blau, L. Kahn**

*Intended for Ph.D. students who have started to write their dissertations.* Presentations of completed papers and work in progress by faculty members, advanced graduate students, and speakers from other universities. Focuses on the formulation, design, and execution of dissertations.

**Organizational Behavior (ILROB)****ILROB 1220: Introduction to Organizational Behavior****3.0 HRS LET ONLY****20360 LEC 001****MW****0125-0215P****IVS TBD****M. Williams**

20362 DIS 201

F

0905-0955A

20364 DIS 202

F

1010-1100A

20366 DIS 203

F

1115-1205P

20368 DIS 204

F

1220-0110P

20370 DIS 205

F

0125-0215P

20372 DIS 206

F

0905-0955A

20374 DIS 207

F

1010-1100A

20376 DIS 208

F

1115A-1205P

20378 DIS 209

F

1220-0110P

20380 DIS 210

F

0125-0215P

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

**ILROB 3290: Organizational Cultures *Sophomore Writing*****4.0 HRS LET ONLY****25897 LEC 001****MW****0125-0240P****IVS TBD****W. Sonnenstuhl**

*Prerequisite: One or more course in ILROB and/or Sociology.* Reviews the concept of culture as it has evolved in sociology and anthropology, applying it to formal organizations in workplaces such as corporations and unions. The course first examines the nature of ideologies as sense-making definitions of behavior, concentrating on the cultural forms that carry these cultural messages, rituals, symbols, myths, sagas, legends, and organizational stories. Considerable attention is given to rites and ceremonials as a cultural form in organizational life that consolidates many of these expressive forms into one. The course examines types of ceremonial behavior such as rites of passage, rites of enhancement, and rites of degradation, including the role of language gestures, physical settings, and artifacts in ceremonial behavior. The presence of subcultures and countercultures in organizational behavior also receive attention, especially the part played by occupational subcultures in formal organizations.

**ILROB 3700: Work Motivation – Theories and Research****4 HRS LET ONLY****25900 LEC 001****TR****1010-1125A****IVS TBD****S. Oreg**

Examines the key motivation theories in the field of organizational behavior. The focus will be on the implication of these theories to individuals' performance and attitudes in the work setting. Beyond the examination of motivation theories, we will also consider how research on the subject has been conducted. Students' involvement is essential, as their own assumptions and perspectives will be used as a backdrop for class discussion.

**ILROB 3702: Resistance to Change Seminar****4 HRS LET ONLY****26460 LEC 001****TR****0255-0410P****IVS TBD****S. Oreg**

Will explore the concept of resistance to change and review the various sources and consequences of resistance to organizational change. Through the analysis of studies on the topic we will have two aims: First, to understand the various reasons employees have for resisting changes in their work setting, such as personality, the change process, or the organizational environment. Second, to learn about the means through which researchers have gone about studying the subject. Enrolling students should therefore feel comfortable reading and analyzing empirical journal articles.

<b>ILROB 4240: Social Influence and Persuasion</b>	<b>Sophomore Writing</b>	<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>25896 LEC 001 TR 0125-0240P</b>	<b>IVS TBD</b>	<b>J. Goncalo</b>	
<i>Prerequisites: junior or senior standing.</i> Many of the most admired organizations are adept at using social influence to achieve their strategic objectives. This course reviews basic theories of social influence such as conformity, group polarization, and social facilitation to understand how social influence tactics can be used to make organizations more efficient and productive. The course also considers how these tactics can backfire when excessive agreement gives rise to groupthink and poor decisions. We conclude by exploring strategies for managing social influence processes to encourage creativity and innovation in organizations.			
<b>ILROB 4260: Managing Creativity</b>		<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>19306 LEC 001 TR 1010-1125A</b>	<b>IVS TBD</b>	<b>J. Goncalo</b>	
Although most people can agree that creativity is an important concept, there is often very little agreement about what creativity is and how we can achieve it. This course surveys basic theories of creativity with the goal of applying this knowledge to the management of creativity in organizations. It focuses primarily on (1) cognitive theories about creative thought, (2) personality theories about exceptionally creative individuals (3) social-psychological theories about creative groups, and (4) the points at which these approaches interact. The course concludes by questioning whether, given the costs involved, anyone would willingly follow the path of a creative individual or implement the practices of the most innovative firms.			
<b>ILROB 5210: Organizational Design, Culture, and Change</b>		<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>19352 LEC 001 MW 0840-0955A</b>	<b>IVS TBD</b>	<b>M. Besharov</b>	
<i>Prerequisite: ILROB 5200.</i> The goal of this course is to expose students to some of the central challenges in designing effective organizations, shaping organizational culture, and leading organizational change. The course draws on theory and research from sociology and related disciplines. Course material also includes case studies and interactive exercises.			
<b>ILROB 6203: The Pragmatics of Leadership – Mobilizing, Managing, &amp; Executing</b>	<b>1<sup>st</sup> 7 wks.</b>	<b>2.0 HRS</b>	<b>LET ONLY</b>
<b>25952 LEC 001 W 0330-0530P</b>	<b>IVS 109</b>	<b>S. Bacharach</b>	
<i>Distance Learning.</i> This course will introduce students to the practical skills of leadership and execution as the capacity to mobilize actors, sustain and manage, negotiate and coach. Based on the principles of collective action and the idea that leadership implies not simply charisma or vision, but the strategic and tactical skills of execution. This course will put particular emphasis on political skills as essential to moving agendas ahead. The course will consist of lectures with three invited speakers: a union president, a VP of HR, and a public sector leader. The student project will be to apply the material of the course to analysis of the actions of a particular leader. Most classes will be held via distance learning and lectures will be supplemented with some online learning material.			
<b>ILROB 6221: Dialogues on Diversity – Learning to Work Cross-Culturally</b>	<b>2<sup>nd</sup> 7 weeks</b>	<b>2.0 HRS</b>	<b>LET ONLY</b>
<b>25961 LEC 001 MW 0840-0955A</b>	<b>IVS TBD</b>	<b>W. Sonnenstuhl</b>	
<i>Prerequisite: permission of instructor.</i> Consist of a series of dialogues between ILR and ESCP-EAP faculty members about diversity-related issues and learning to work with one another in diverse groups. Each session will be organized as a dialogue between two faculty members. The dialogue will highlight the similarities and differences between American and European ideas and provide students with opportunities to examine how those may be applied to work organizations. Some topics to be discussed are: What does diversity mean in the United States and Europe? How do people work in diverse international teams? What are the roles of human resource managers in implementing diversity in the United States and Europe? How does immigration impact diversity in the United States and Europe? How do we negotiate across cultures? What does leadership mean in an international workplace? Students will work as part of a U.S.–European team on projects.			
<b>ILROB 6710: Work, Health, and Health Care</b>		<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>20446 LEC 001 T 0125-0425P</b>	<b>IVS TBD</b>	<b>W. Sonnenstuhl</b>	
<i>Prerequisite: permission of instructor.</i> The health care industry is the fastest growing segment of the U.S. economy. Examines the interplay between business organizations, which fund employee health insurance, and health. The first half of the course will focus on U.S. organizations with topics ranging from corporate culture and power to the structure of work in health care organizations. For instance, we will examine how power and corporate culture influence the definition of health, employee attention to safety, and employee willingness to use wellness programs. The second half of the course will shift to an international comparative analysis of work, health, and health care in countries with differing institutional environments, including Canada, the United Kingdom, Germany, and Korea.			

<b>ILROB 7270: Leadership in Organizations</b>				<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>25926</b>	<b>LEC 001</b>	<b>W</b>	<b>0255-0530p</b>	<b>IVS TBD</b>	<b>T. Hammer</b>

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

<b>ILROB 9200: Organizational Behavior Workshop</b>				<b>2.0 HRS</b>	<b>S/U ONLY</b>
<b>19294</b>	<b>LEC 001</b>	<b>TBA</b>	<b>TBA</b>	<b>IVS TBA</b>	<b>M. Besharov</b>

*Prerequisite: M.S. and Ph.D. candidates in department. All M.S. and Ph.D. candidates in department at work on their theses are strongly urged to enroll. S-U grades only. This workshop is designed to provide a forum for the presentation of current research undertaken by faculty members and graduate students in the Department of Organizational Behavior and by invited guests. Each student is expected to make at least one presentation during the year, focusing on the formulation, design, execution, and results of his or her thesis research.*

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## Economic & Social Statistics (ILRST)

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<b>ILRST 2100: Introductory Statistics (Co-meeting with STSCI 2100)</b>				<b>4.0 HRS</b>	<b>LET ONLY</b>
<b>18834</b>	<b>LEC 001</b>	<b>TR</b>	<b>1010-1125A</b>	<b>IVS 305</b>	<b>L. Karns</b>
20388	SEC 201	F	0905-0955A		
20390	SEC 202	F	1010-1100A		
20392	SEC 203	F	1115A-1205P		
20394	SEC 204	F	1220-0110P		
20395	SEC 205	F	0125-0215P		
20398	SEC 206	F	0905-0955A	<b>Sophomore Writing</b>	

The writing section of Intro to Stats will attend the lectures of ILRST 2100 but they will have different assignments and will not take the multiple choice exams. They will do a project from a dataset that they can choose or I can direct them to. They can expect the same amount of work as the 2100 students but in a different form.

20400	SEC 207	F	1010-1100A		
20402	SEC 208	F	1115A-1205P		
20404	SEC 209	F	1220-0110P		
20406	SEC 210	F	0125-0215P		

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

<b>ILRST 2110: Statistical Methods for Social Sciences II</b>				<b>3.0 HRS</b>	<b>LET ONLY</b>
<b>26967</b>	<b>LEC 001</b>	<b>TR</b>	<b>1140A-1255P</b>	<b>IVS TBD</b>	<b>T. DiCiccio</b>
26968	DIS 201	W	0125-0215P	IVS TBD	
26969	DIS 202	F	0905-0955A	IVS TBD	

*Prerequisite: ILRST 5100 or equivalent introductory statistics course. Second course in statistics that emphasizes applications to the social sciences. Topics include simple linear regression; multiple linear regression (theory, model building, and model diagnostics); and the analysis of variance. Computer packages are used extensively.*

<b>ILRST 4100 Techniques of Multivariate Analysis (also BTRY 4100)</b>					<b>4 HRS</b>	<b>LET ONLY</b>
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<b>25413</b>	<b>LEC 001</b>	<b>TR</b>	<b>1010-1125A</b>	<b>IVS TBD</b>	<b>F. King</b>
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*Prerequisite: ILRST 3120 or equivalent; some knowledge of matrix notation.* Discusses techniques of multivariate statistical analysis and illustrates them using examples from various fields. Emphasizes application, but theory is not ignored. Deviation from assumptions and the rationale for choices among techniques are discussed. Students are expected to learn how to thoroughly analyze real-life data sets using computer-packaged programs. Topics include multivariate normal distribution, sample geometry and multivariate distances, inference about a mean vector, comparison of several multivariate means, variances, and covariances; detection of multivariate outliers; principal component analysis; factor analysis; canonical correlation analysis; discriminant analysis; and multivariate multiple regression.

<b>ILRST 4110: Statistical Analysis of Qualitative Data (also BTRY 6030)</b>					<b>4.0 HRS</b>	<b>LET ONLY</b>
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<b>27025</b>	<b>LEC 001</b>	<b>TR</b>	<b>1140A-1255P</b>	<b>IVS TBD</b>	<b>J. Booth</b>
<b>27026</b>	<b>LAB 401</b>	<b>R</b>	<b>0255-0410P</b>	<b>IVS TBD</b>	

*Prerequisite: two statistics courses or permission of instructor.* Advanced undergraduate and beginning graduate course. Includes treatment of association between qualitative variates; contingency tables; log-linear models; binary ordinal and multinomial regression models; and limit dependent variables.]

<b>ILRST 4140: Statistical Methods: Applied Design (also BTRY 6040)</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
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<b>Xxxxx</b>	<b>LEC 001</b>	<b>xx</b>	<b>xx</b>	<b>IVS TBD</b>	<b>F. King</b>
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*Prerequisites: ILRST 2100, 2130, or ILRST 5100, 5110, or equivalent.* Applications of experimental design including such advanced designs as split plots, incomplete blocks, fractional factorials. Stresses use of the computer for both design and analysis, with emphasis on solutions of real data problems.

<b>ILRST 5100: Statistical Methods for the Social Sciences I</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
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<b>26987</b>	<b>LEC 001</b>	<b>MW</b>	<b>1140A-1255P</b>	<b>IVS TBD</b>	<b>T. DiCiccio</b>
26988	DIS 201	F	0905-0955A	IVS TBD	
26989	DIS 202	F	1220-0110P	IVS TBD	
22690	DIS 203	F	0125-0215P	IVS TBD	

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

<b>ILRST 5110: Statistical Methods for the Social Sciences II</b>					<b>3.0 HRS</b>	<b>LET ONLY</b>
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<b>18838</b>	<b>LEC 001</b>	<b>TR</b>	<b>1140A-1255p</b>	<b>IVS TBD</b>	<b>T. DiCiccio</b>
23438	SEC 201	W	0125-0215P		
23440	SEC 202	F	0905-0955A		
23442	SEC 203	F	0230-0320P		

*Prerequisite: ILRST 5100 or equivalent introductory statistics course.* Second course in statistics that emphasizes applications to the social sciences. Topics include simple linear regression; multiple linear regression (theory, model building, and model diagnostics); and the analysis of variance. Computer packages are used extensively.

<b>ILRST 6140: Structural Equations with Latent Variables</b>					<b>4.0 HRS</b>	<b>LET ONLY</b>
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<b>26998</b>	<b>LEC 001</b>	<b>MW</b>	<b>0125-0240P</b>	<b>IVS TBD</b>	<b>J. Bunge</b>
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*Prerequisites: ILRST 2100/5100/5110 or equivalent.* Provides a comprehensive introduction to the general structural equation system, commonly known as the "LISREL model." One purpose of the course is to demonstrate the generality of this model. Rather than treating path analysis, recursive and non-recursive models, classical econometrics, and confirmatory factor analysis as distinct and unique, we will treat them as special cases of a common model. Another goal of the course is to emphasize the application of these techniques.

<b>ILRST 7100: Special Topics in Statistics</b>				<b>3.0 HRS</b>	<b>LET ONLY</b>
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<b>27000</b>	<b>LEC 001</b>	<b>TBD</b>	<b>TBD</b>	<b>IVS TBD</b>	<b>M. Wells</b>
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*Course description to be added at a later date.*