

INDUSTRIAL RELATIONS CURRICULUM

AT THE

UNIVERSITY OF CALIFORNIA, BERKELEY

Institute of Industrial Relations (Revised)
= University of California
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INTRODUCTION

Course offerings in the broad field of "industrial relations" are available in six departments on the Berkeley campus of the University; and there are several undergraduate and graduate programs in which these courses may be taken. The interdisciplinary character of this field of study and the diversity of programs which are available have created a need for a single, comprehensive source of information and guidance to undergraduate and graduate students. This handbook has been prepared by the Institute of Industrial Relations (Berkeley) in an effort to meet this need.

General information regarding entrance requirements, fees, regulations, calendar, general curricula, and other University matters may be obtained by consulting the General Catalogue of the University of California. More specific information about degree requirements in particular fields is contained in the announcements of the various schools, colleges, and departments of the University.

Van Dusen Kennedy has written this handbook with the guidance of the Curriculum Subcommittee of the Faculty Advisory Committee of the Institute of Industrial Relations.

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EMPLOYMENT OPPORTUNITIES

Industrial relations is a relatively new field which is understandably attractive to a great number of ambitious young people seeking a career. However, it should be pointed out that opportunities in the field are few, and only those with unusual talents, special experience, useful connections, and a fair amount of persistence are likely to find an opening, and equally important, advance beyond the routine level to that of handling the more challenging problems of human relations.

Among the factors which are responsible for the present situation, the following are of special importance. The rapid growth of the labor movement and of collective bargaining during the decade beginning 1935 has leveled off. World War II led to a rapid expansion of labor-oriented jobs which have since disappeared. These movements created a good-sized reservoir of experienced personnel who would like to re-enter the field of industrial relations, and who are often more acceptable to industrial enterprises than young students fresh out of college. This is particularly true of war industry areas, and the San Francisco Bay territory, or northern California generally, offers fewer labor and personnel job opportunities than do many other parts of the United States.

Despite these discouraging facts, there are a few positions opening each year for newcomers, but the competition for them is exceedingly keen. These openings fall into four general classes as follows:

Professional. Individuals with the M.A. and/or the Ph.D. degree may find a few openings as teachers. However, the demand is not an expanding one, but is limited to that created by ordinary turnover and replacement. Individuals who combine industrial relations training with degrees in law or in engineering often find it possible to specialize in some phase of industrial relations after they have established themselves in their primary professions. Both unions and private employers have made increasing use of lawyers with a knowledge of labor matters, and legislative trends indicate a continuing demand in this field for members of established law firms. In an extremely limited number of cases, individuals attached to consulting or industrial engineering firms which serve business or union organizations on a retainer basis, have special opportunities as personnel and industrial relations consultants. Labor arbitration is another specialization, sometimes permitting full-time employment, but normally offering temporary or part-time opportunity for experienced industrial relations personnel with an established place in teaching, government service, the legal profession, or industry.

Government Service. Many national, state, and local government agencies employ individuals with training in labor subjects, and to the extent that places are not filled by the World War II surplus of experienced personnel, there is a small but growing opportunity in this field. Agencies in this category include: The National Labor Relations Board, the Federal railroad labor agencies, the Federal Mediation and Conciliation Service, the U. S. Employment Service, and the Wages and Hours Division, the Division of Labor Standards, and the Bureau of Labor Statistics of the U. S. Department of Labor. In addition there are many

state and local labor, conciliation, and social security agencies which combine a reasonable employment opportunity.

Unions. Labor unions require a sizable staff to service their membership of approximately fifteen millions of men and women, and to carry on an increasingly complex program of contract negotiation and administration, organizing, education, political action and community participation. By tradition and inclination, however, unions follow a policy of recruiting from within their own ranks, except for a relatively few positions, usually at the national level.

Private Industry. The industrial field offers by far the largest number of opportunities for students of labor and personnel relations. Labor or industrial relations has come to be recognized as a separate managerial function under the direction of specially trained or experienced personnel. However, this rapidly developing field has not opened up a commensurately great field of opportunity for college-trained industrial relations specialists, because management, like unions, has tended to recruit from within, placing primary emphasis on familiarity with a business and its policies, knowledge of production operations, wide acquaintance with managerial supervisory personnel, and an "ability to get along with people." College-trained personnel are frequently advised to get experience by first taking a wage-earner's job and joining a union.

The effect of this general attitude is intensified in the northern California area by the fact that most of the major industries are subsidiaries or branch plants of large eastern or mid-western multi-plant corporations which operate under master agreements with unions which are negotiated and signed elsewhere. The great majority of manufacturing plants in the area are relatively small, and do not maintain specialized industrial relations staffs. Most of the responsibility for labor relations is delegated to the employers' association, which deals with strong unions representing a high proportion of non-agricultural wage earners, on a multi-employer bargaining basis. There are fewer personnel positions than the employment statistics for the area would imply.

PROGRAMS OF STUDY

The industrial relations curriculum on the Berkeley campus has two principal characteristics. It consists in large part of non-vocational courses and it is interdepartmental. These characteristics result not so much from central design as from the prevailing viewpoints among the faculty members who teach in this field.

One viewpoint is that the pervasiveness of unionism and collective bargaining in our society and the increasing involvement of government in the affairs of labor and management make every citizen a party at interest. The individual can no longer take himself out of the picture by saying either "It doesn't concern me" or "It's a matter for the experts". In one or more capacities -- as an employee, as a union or management official, as a consumer, as a voter -- each one of us is forced to make decisions and judgments about unions, about management, and about public labor policy. And the more complex labor relations become the greater is the need of the ordinary citizen for understanding and information. From this point of view it is an encouraging sign that a far larger body of students takes labor and personnel courses than will ever make professional use of them. It is fitting, therefore, that most of the courses should be aimed at giving students a broad understanding of concepts, issues, and problems.

Another prevailing viewpoint is that no single discipline has any monopoly on wisdom and understanding in this field of study. Labor problems, unionism, and employer-employee relations are social phenomena in the most all-embracing sense and make full demands on all the social sciences. Thus the courses in this curriculum are offered by six different departments.

It is in keeping with the above attitudes that there is only one major program of study at Berkeley specifically in the field of industrial relations and that this is a general undergraduate group major in the College of Letters and Science. It is also fitting that several departments offer major programs of study within which students may elect a partial concentration of work in the labor field. The principal alternatives which are open to the student interested in labor and industrial relations are summarized below.

Students should refer to the regular course catalogue for general University degree requirements which are not covered in the following summaries. Students should bear in mind also that many of the industrial relations courses which they may wish to take outside of their own major departments have lower division and, in some cases, upper division course prerequisites. In every department course programs should be worked out in consultation with a major adviser.

Undergraduate Programs.

Group Major in Labor and Industrial Relations. This is one of the regular Group Majors in the College of Letters and Science and is open to any upper division student who has completed the lower division prerequisites. The purpose of the program is to give the undergraduate

student a broad, nontechnical foundation for understanding of the role of employers and unions in our society and the nature and implications of union-management relationships. It is designed for students who have not decided upon specific vocational objectives or who do not wish to specialize to the extent of taking a departmental major. It is a non-professional program of study and does not satisfy all the prerequisites for graduate study in such departments as Economics and Business Administration.

Preparation for the Major--Required: Economics 1A-1B, Economics 2 or Psychology 5, and Psychology 1A; and one of the following: Political Science 1, Anthropology 2B or Sociology and Social Institutions 1. Recommended: Other introductory social science courses.

The Major--Required: 36 units of upper division work as follows: (a) 24 units of background courses: Sociology and Social Institutions 141B, Anthropology 118B, Political Science 112B, Psychology 145, Economics 113, Economics 116A or 116B, Business Administration 190, and one of the following--Philosophy 108, Economics 106, Political Science 117 and 151, and Sociology and Social Institutions 132. (b) 12 units of specialized courses: Economics 150 or Business Administration 150; and 9 units selected from Business Administration 151, 152, 153, Economics 152, 185, Mechanical Engineering 143, 146, Political Science 140, Psychology 185, 187, Sociology and Social Institutions 102, 161.

The adviser must approve the 9-unit core program selected by the student under (b) and should be consulted as to the sequence of the entire 36 units.

Major in Business Administration. Students interested in the labor field can work for the Bachelor of Science degree offered by the School of Business Administration with industrial relations and personnel management as the field of emphasis. Students who elect this program must fulfill the standard requirements of the business administration major. One of the normal requirements, however, is that students specialize to the extent of 9 units of work beyond the introductory course in one phase of business. This means that students who choose industrial relations and personnel management as their field of emphasis take a minimum of four courses in the field. Additional courses may be taken as electives.

To be admitted to the School students must have junior standing and a C average. Requirements for the degree include the following lower division courses: Economics 1A-1B, Economics 2, Mathematics 2, Business Administration 1A-1B and 18, and the following upper division courses: Business Administration 105 or 109, 100, 101, 190, 160, 131, 150 and one course selected from Business Administration 135, 180, Economics 135, 170A, and 190A.

The list of courses open to students who elect the industrial relations and personnel field of emphasis includes the main courses in the field offered on the campus. The list is as follows: Business Administration 151, 152, 153, 199, 256, Economics 152, Mechanical Engineering 143, 146, Political Science 140, 183 (this course and Business Administration

151 may not both be offered for credit), Psychology 185, 187, Sociology 161.

For further details on the requirements of this program consult the Announcement of the School of Business Administration.

Major in Economics. Labor may be offered as a field of concentration by students who major in economics. Students who choose this course of study must meet all the regular departmental requirements for the major.

To be admitted to this major students must complete lower division courses, Economics 1A-1B and 2 with an average grade of C.

In the major itself students are required to complete 24 units of upper division economics (specified business administration courses may be substituted where necessary to complete a concentration). These 24 units must include Economics 100A-100B, 135, and one course selected from Economics 110, 112 or 113. Also included in the 24 units are 9 units in one of the fields of concentration. Students who select labor economics as the concentration must take Economics 150 and 152 and one course selected from Business Administration 151, 152, and 153. Aside from the 24 required units, students may elect related upper division courses from other departments.

Major in Political Science. There is no formal provision in the political science major for a concentration in industrial relations. And since there are only two undergraduate industrial relations courses in the department, specialized work in this field by students majoring in political science must be confined largely to the elective part of their programs.

To be admitted to this major, students must complete and attain a C average in Political Science 1, 2 and one of the following: Anthropology 1, Economics 1A-B, Geography, 1, 2, History 4A-4B, 8A-8B, 17A-17B, Philosophy 6A-6B, Sociology 1, 2, 10A-10B.

Fulfillment of the major program requires the student to complete at least 24 units of upper division courses in the major, of which 18 must be in political science, with at least one course from each field of emphasis. Students must select one of the following fields of emphasis and take at least three courses in that field: political theory and public law, international relations, government and politics, and public administration. In the field of government and politics the student may offer Political Science 140 (Politics of Labor) as one of the three course concentration, and Political Science 183 (Public Personnel Administration) may be part of the concentration in the field of public administration. With the approval of the adviser, labor courses from other departments may be taken as electives to supplement these concentrations.

Major in Psychology. There is no formal provision in the psychology major for a concentration specifically in the field of industrial relations.

Psychology students may offer social and industrial psychology courses, which include some courses in the field, in satisfaction of the major. In addition, they may offer not more than two acceptable courses from other departments as part of the major. There are some labor courses in the list of acceptable non-psychology courses. Otherwise, students in this department must take labor courses as electives outside the major.

In preparation for the major, students must complete Psychology 1A, 1B, 5, Physiology 1, 1L, and Zoology 10 (Zoology 1A-1B may be substituted for Physiology 1, 1L and Zoology 10).

In the major program, students must complete 24 upper division units of which not less than 18 nor more than 21 units may be taken in the Department. The remaining units are to be selected with the approval of the adviser from the list of designated acceptable courses. The industrial relations courses which appear on this list include Business Administration 151, Economics 150, 152, Political Science 183, Sociology 102 and 161.

Major in Sociology and Social Institutions. There is no formal provision in the sociology major for a concentration specifically in the field of industrial relations. Aside from those courses in the field which are given in the Department, students who major in sociology must take labor courses as electives outside the major.

In preparation for the major, the student must complete these lower division prerequisites: Sociology 1, 2, 10A-10B, Economics 2 or Psychology 5.

For the major, the student must complete 24 units of upper division courses of which 18 are to be taken primarily within the Department and divided equally between the three aspects, sociological method and theory, historical and comparative, and social processes and relations. The other 6 units are to be selected with the approval of the adviser from departmental courses or from a list of recommended courses in other departments. This list includes no industrial relations courses.

Graduate Programs.

The Berkeley curriculum does not provide for a graduate degree based solely on a program of work in industrial relations. Graduate students must relate the work they do in this field to their degree programs in the regular departmental disciplines. The departments in which industrial relations is most commonly chosen as a subject of graduate study are Business Administration and Economics. However, a certain amount of work in the field is also a possibility for graduate students in Political Science, Psychology and Sociology.

It is important for a student to remember that whatever his interest in labor subjects, if he intends to work for a graduate degree he must satisfy the standard graduate prerequisites and degree requirements of the department in which he chooses to study.

Students should consult the Announcement of the Graduate Division, Northern Section for detailed information on requirements for admission to the Graduate Division, requirements for full graduate standing, and general University regulations governing requirements for higher degrees. The basic formal requirements for the Ph.D. in all departments include: 1) reading knowledge of two foreign languages; 2) satisfactory performance on qualifying examinations; 3) satisfactory completion of, and examination on, a dissertation. The Graduate Division also requires a full year of residence after the oral qualifying examination and before examination on the dissertation.

In Business Administration. One of the fields of emphasis for graduate study in the School of Business Administration is industrial relations and personnel management.

The only advanced degree granted by the School is the Master of Business Administration. It requires a minimum residence of two full semesters, but in order to qualify for the degree students must also have completed the 33 units of basic undergraduate work in certain specified subjects which are required for the Bachelor of Science in business administration. Transfer students, in particular, should note this requirement. Students must have approximately a C plus average in order to enter this program but must obtain a B average in all courses taken while in graduate standing in order to obtain the degree.

The student who has met all the undergraduate prerequisites is required normally to take only 24 units of work for the MBA; 12 of these units must be in graduate courses.

Outlined below are the minimum requirements for the MBA in the field of industrial relations and personnel management:

Candidates must demonstrate satisfactory qualification in two different fields of emphasis:

1. Field of minor emphasis

This extra requirement has been added as a measure of protection for students. It is a practical recognition that the employment opportunities in this field do not match the number of students seeking jobs and that it is to the advantage of the student to have at least a minor specialization completely outside the field of industrial relations. The student may satisfy the minor requirement in any one of the following ways:

- a. By holding a B.A. or B.S. degree based on a major outside the field of business administration.
- b. By holding a B.S. degree in business administration based on a field of emphasis other than personnel and industrial relations.
- c. By securing a teaching credential or by making a bona fide start on that program while working for the MBA.

- d. By taking an approved program of nine units of course work above the basic course in some field of emphasis in business administration other than industrial relations and personnel management.

2. Industrial Relations and Personnel Management

- a. Undergraduate courses--
Candidates must complete the following courses or their equivalent: Business Administration 150, 151, 152, 153.
- b. Graduate courses--
Candidates must complete the following courses or their equivalent: Business Administration 259 and Economics 250A.
- c. Research--
Candidates must register for six units of Business Administration 299 which ordinarily should be distributed over two semesters of work. All six units of time must be devoted to one piece of research and writing which will be expected to have the quality and substance of a master's thesis.
- d. Comprehensive examination--
 - (1) Candidates will take a written examination divided into two 3-hour sections covering in a general way the major subjects they have studied in the industrial relations field.
 - (2) Students completing the minor in graduate standing will take an additional one hour examination covering the minor.

Beyond the above course requirements students are free to take any industrial relations courses offered in other departments which time will permit.

Because of the minor requirement and the magnitude of the research and writing project which is required of students in this field of emphasis, most students are well advised to plan to spend the equivalent of at least three semesters of time in completing the MBA.

In Economics. In the Economics Department specialized work in the field of labor and industrial relations may be taken while a student is working toward either the M.A. or the Ph.D. degrees. In each case the student must satisfy the standard prerequisites and degree requirements established by the Department.

a) The M.A. program. Candidates for the Master's degree must present preparation essentially equivalent to a completed undergraduate major in economics. In addition they must take a minimum of 20 units of work while in graduate residence. These 20 units must include four graduate courses in economics, of which 6 units must be in the field

of the M.A. thesis. The remainder of the 20 required units may be electives in upper division or graduate courses in the Economics or other departments. Programs must be approved by the Graduate Adviser and students must maintain a B average in economics courses taken during graduate residence.

This program permits the student interested in the labor field to concentrate heavily by writing his thesis and taking most of his course work in the field. However, students who plan to continue graduate work toward the Ph.D should bear in mind that because they must qualify in several other fields as well undue concentration on labor subjects at the M.A. level may serve to prolong the total period of study.

b) The Ph.D. program. The student must satisfy the Department as to his competence and intellectual capacity in statistics and four fields of concentration. Two of the four fields must be economic theory and economic history. The other two fields are chosen by the student. The requirement in statistics may be satisfied by passing a one-year graduate course in the field or its equivalent. In each of the four fields of concentration the student must pass a written examination. In addition, he must pass a general oral qualifying examination covering all four fields.

One of the optional fields is labor economics and industrial relations. For graduate work in this field students will be expected to have preparation equivalent to an undergraduate concentration in labor economics. Students who offer this as one field but will write their dissertations in a separate field are expected to complete the two one-semester graduate courses, Economics 250A and Business Administration 259. Students who intend to write their dissertations in the labor field are expected to supplement the above core program with additional course work.

For further details on departmental requirements the student should consult the mimeographed departmental announcement or the Graduate Adviser.

In Political Science.

a) The M.A. program. Candidates for the Master's degree must have completed the requirements for the undergraduate major. While in graduate residence they must complete at least 20 units of course work, of which a minimum of 8 units must be in graduate political science courses and 4 units must be in political science or in related courses approved by the Graduate Adviser. Candidates must also complete a thesis approved by the Department.

Under this program students are permitted to write theses on appropriate topics in the field of industrial relations. In addition, if their Adviser approves, they may do a considerable proportion of their course work in this field.

b) The Ph.D. program. No specific course work is required for the Ph.D. Candidates are expected to show satisfactory attainment in at least five fields of political science: American government, political theory,

and three chosen by the student from parties, pressure groups, and public opinion; public administration and public policy; public law and jurisprudence; international relations; and comparative government. These five fields are covered in the written departmental examinations. For the oral qualifying examination, students must offer at least three of the above political science fields and one outside field. Industrial relations may be offered as the outside field. The dissertation topic may also be chosen from this field. This program permits the interested student to give considerable emphasis to subjects within the area of industrial relations.

For further details on requirements for the Ph.D. in political science students should consult departmental announcements and the Graduate Adviser.

In Psychology. In order to be admitted to graduate standing with a major in psychology, students must have completed the undergraduate major or its equivalent and comply with departmental selection procedures.

a) The M.A. program. The candidate must take an essay examination in general psychology -- with emphasis on experimental and statistical aspects -- and in an elective applied field of psychology. Among the applied fields are business - industrial and social. In these fields a student may, if his Adviser approves, take a certain number of industrial relations courses. The candidate has the option of writing a thesis or taking some additional graduate work and writing two or more comprehensive seminar reports.

b) The Ph.D. program. The candidate must take essay examinations covering four required areas and one elective area. The required areas are experimental psychology, statistical methods, history and systems of psychology, and personality theory. Industrial psychology may be chosen as an elective. At least three fields must be passed with honors. In this program the student will be able, if the Adviser approves, to take a certain amount of work in the industrial relations field.

For more detailed information the student should consult the Graduate Adviser for the Department.

In Sociology and Social Institutions. Industrial relations may be offered as one field of concentration in a program leading either to the M.A. or the Ph.D. degree in this Department.

Admission to full graduate status in the Department requires either the completion of an undergraduate major in the Department or, for transfer students, the completion of 15 upper division units in sociology at another university. The Department expects that normally it will take the student from one and a half to two and a half years to complete requirements for the M.A. and from three to five years to complete the requirements for the Ph.D.

Students primarily interested in the labor field should note that the Department puts special emphasis upon social theory and method. In

partial pursuance of this emphasis the Department requires every graduate student to take a written examination fairly early in his program in the problems, concepts, and areas of investigation in current sociological theory. Industrial relations could not, therefore, be offered as the only field of concentration in these graduate programs.

a) The M.A. program. The student may work toward the M.A. degree in accordance with either the thesis plan or the comprehensive examination plan. Under the thesis plan the student must complete at least 20 units of work and the writing of a thesis. At least 8 of the 20 units must be selected from among graduate courses in the Department; the other 12 units may be upper division or graduate courses in the Department or in allied departments. Under the second plan the student must complete at least 24 units of course work and must pass a comprehensive written examination in three major fields. At least 12 of the 24 units must be selected from graduate courses in the Department. The other 12 units may be upper division or graduate courses in the Department or allied departments.

Under each of the M.A. plans courses are to be chosen from three fields of concentration in consultation with faculty advisers. Among the fields from which students may choose are political and industrial sociology and industrial relations. The choice of courses which may be taken within these fields is up to the student and his faculty advisers.

b) The Ph.D. program. The essential requirements on the student in addition to the standard University Ph.D. requirements, are as follows: completion of at least the minimum amount of course work which is specified for the M.A. degree, the courses to be taken in at least five fields of work; and the passing of written and oral examinations covering five fields of work. Among the fields from which the student may choose are political and industrial sociology, and industrial relations. The choice of courses within these fields is up to the student and his faculty advisers.

Certificate in Industrial Relations

For those who desire educational work in industrial relations but who find it impossible to take up residence at the University, a special non-degree program has been worked out by University Extension in cooperation with the Institute of Industrial Relations. This program is open to all adults regardless of previous education and training. Completion of the program entitles the candidate to receive the Certificate in Industrial Relations. In order to qualify for the Certificate a person must complete satisfactorily a minimum of eight courses selected from a prescribed list. A number of these courses may be taken by correspondence. Announcements containing the details of this program may be obtained from University Extension or the Institute of Industrial Relations.

INSTITUTE OF INDUSTRIAL RELATIONS

The Institute was established at the University of California by action of the State Legislature in 1945. It began operations in 1946 with a Northern Section on the Berkeley campus and a Southern Section on the Los Angeles campus. The following discussion will deal with the Berkeley Institute only.

The Institute is a University enterprise which is independent of the teaching departments but which operates under the close policy guidance of a Faculty Advisory Committee whose members are drawn from seven different teaching departments and administrative divisions of the University. There is also a Community Advisory Committee consisting of industry, labor, and public representatives. The professional staff of the Institute is composed primarily of members of the University faculty who hold two-thirds time appointments as regular members of teaching departments and one-third time appointments with the Institute. There are faculty members from five different social science departments on the Institute staff.

The program of the Institute may be summarized under three major headings:

1. Research. The central function of the Institute is to investigate the facts and issues of industrial relations through an integrated program of basic research and to disseminate the results through various media of publication.

2. Community relations. A principal purpose of the Institute is to facilitate a better understanding between management and labor. This is achieved by a program worked out in cooperation with University Extension involving extension courses, conferences, week-end institutes, short courses and other methods of community education.

3. Campus activities. The Institute does not maintain an on-campus program of course instruction. All labor and industrial courses are taught in the regular University departments. In matters of curriculum the Institute confines itself to a coordinating, advisory function. In addition, it maintains a library; sponsors addresses on labor relations topics by leading spokesmen from labor, industry, and the public; and engages in various other student service activities. An attempt is made in the following discussion to summarize those facilities and activities of the Institute which are of primary interest to students.

Graduate research assistantships. The Institute offers a basic training opportunity to a limited number of students by maintaining 11 assistantships for qualified graduate students interested in industrial relations. The assistantships are for the 9-month period September 15 to June 15; they pay \$1260; and the recipient is expected to devote half time to Institute work and may carry not more than 9 units of course work at a time. Appointments are made for only one academic year at a time and ordinarily no student may hold an assistantship for a total of more than two years. Graduate students in the fields of business administration,

economics, political science, psychology, and sociology are eligible to apply but they must be engaged in a bona fide graduate degree program in order to hold an assistantship.

All graduate assistants are appointed to assist in the continuing research program of the Institute. Consequently, they work under the direction of staff members and not on independent projects of their own. Any work towards a thesis by an assistant must be accomplished over and above research work done for the Institute.

A wide variety of research projects is constantly under way at the Institute and providing occasion for the use of graduate assistants. This research is conducted by faculty members from at least five different departments and may be grouped into the following six general categories:

1. The nature and operation of the labor market
2. Wage structures and wage analysis
3. Collective bargaining systems and processes
4. The internal government of private associations
5. Perspectives and perceptions in the industrial community
6. The aging population

Because of the broad scope of its research program, the Institute welcomes assistantship applications from some students whose primary interests are not in industrial relations as such but whose qualifications in their fields will contribute to phases of the research program.

Students who desire further information or who wish to obtain application forms for the assistantships should write to the Institute. February 20th is the final application date for appointments beginning the following September.

Library facilities. The Institute maintains a small, specialized library which is open to students. No attempt is made to duplicate the general industrial relations materials kept in the University library. Aside from a relatively few standard works, the Institute library confines itself to selected periodicals, government publications, the research output of special organizations in the field, certain union publications, arbitration proceedings and decisions, bibliographies, and other documentary materials of a like nature. The library's main service to students is the provision of quick access in one location to the specialized materials described and the assistance which is available from librarians who are familiar with current reference materials.

Employment assistance. The Institute is not an employment bureau and does not propose to operate one. However, the experience and activities of staff members and the relationships which the Institute has with labor and management elements in the community do enable the Institute to cooperate with the University's Bureau of Occupations in giving students some help in finding jobs in the labor and personnel field. Staff members are available for counseling on employment opportunities. Students may obtain from the Institute a model form on which to present biographical data to prospective employers in job

interviews. The Institute will endeavor to maintain a current file on all students who wish to provide this information for use in responding to inquiries which may come in from employers. The Institute also undertakes to keep available to students information regarding industrial training programs, civil service examinations, graduate scholarships, and other similar information.

Work-training. On-the-job experience is a highly desirable form of training in the field of labor and personnel. The Institute hopes to provide some opportunity for such training to students at the University. Depending on student interest, the Institute will endeavor to arrange a few non-paying, part-time internships with private employers or government departments or unions. Ordinarily students would carry these internships while registered at the University.

Seminars and coffee hours. The Institute has space which is made available for various types of student meetings. Jointly with the student Industrial Relations Research Association it sponsors a Monday afternoon coffee hour as an occasion where interested students and faculty meet informally. The Institute also plans an occasional informal seminar meeting open to students where there will be directed discussion led by an invited representative from management, unions, or governmental agencies.

A number of the off-campus institutes and conferences sponsored jointly by the Institute and union and management organizations are of interest to students and in most cases arrangements can be made for student admission. Announcement to students of these programs is made at classes, at student meetings and through bulletin board postings.

Counseling. Students who are new to the campus or to industrial relations course work frequently need the kind of informal guidance obtainable only in direct conversation. Since the Institute staff is made up of instructors and graduate students drawn from several different departments, students often find staff members a helpful source of information and ideas about majors, courses, instructors, research, report writing, jobs, and other matters of concern to students. The Institute staff welcomes opportunities for this kind of informal and personal association with students.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

The University of California chapter of the Industrial Relations Research Association was organized in 1949 to bring together all senior and graduate students interested in industrial relations regardless of their major subject. It is affiliated with the national organization of this name which is composed of educators and research directors working in the field of industrial relations. The activities of the chapter are to encourage research in all aspects of the field of labor, to promote full discussion and exchange of ideas regarding the planning and conduct of research in this field, to disseminate significant results of such research, and to develop a program for the exchange of information and assistance in finding employment in the field of industrial relations for its members. The chapter takes no partisan attitude on questions of policy in the field of labor, nor will it commit its members to any position on such questions. The group meets informally once a month during the school year and usually invites a guest speaker to lead a discussion.

There has been close cooperation between the chapter and the Institute of Industrial Relations. They join in sponsoring the Monday afternoon coffee hours held in quarters provided by the Institute. The Institute asks the chapter to designate student representatives to sit on the Curriculum Sub-Committee of the Faculty Advisory Committee, on the Student Services Committee, and on the Library Committee.

SCHOLARSHIP AID

There are several forms of financial assistance for which students in the social sciences at the University of California are eligible to apply.

Undergraduates. Students who maintain an excellent scholarship standing are eligible to make application for undergraduate scholarships. A circular giving information about these scholarships may be obtained from the Committee on Undergraduate Scholarships, 201 Administration Building, University of California, Berkeley. Application forms may be obtained from the same office. Students already in attendance must file applications by December 31 preceding the academic year and entering students must file by March 1.

Graduate students. Non-resident students who are in full graduate status, who have proved that they are distinguished scholars and who are carrying full programs toward the fulfillment of requirements for academic higher degrees may apply for remission of tuition fees. Their scholarship standing must have been excellent throughout a period of at least two years preceding the time of application. Only students from institutions of high scholarship standing will be considered. Students must make application for remission of tuition fees not later than two weeks after the opening of the semester in question.

Eleven graduate research assistantships in the field of industrial relations are provided by the Institute of Industrial Relations. These assistantships are described in greater detail in the section on the Institute.

Teaching assistantships are available to qualified graduate students in most of the social science departments. These pay a stipend of \$1,260 per year. Appointees devote about one-half of their time to teaching duties and the rest of their time to graduate work. Application blanks and further information may be obtained from the chairman of the department in which the student wishes to teach.

Information about a variety of fellowships and scholarships for graduate students may be obtained from the Dean of the Graduate Division. Applications must be filed with the Dean's office not later than February 20 prior to the academic year in which the award is tenable.

BASIC READING LISTS

An attempt has been made in the following reading lists to assemble a limited selection of written sources in the field of industrial relations which are authoritative and which are most basically useful to students. Only books and monographs are included because journal articles and similar references would too greatly extend the lists.

To provide maximum usefulness the reading materials have been subdivided in two ways. The field of industrial relations has been broken down into several natural sub-areas with a separate list of references for each area. Since several of the areas overlap, some references will be found on more than one list. In addition, each list is divided into "basic materials" and "other." The latter subdivision is highly arbitrary and is simply a suggestion to the student that the so-called "basic materials" are somewhat more comprehensive in coverage or fundamental in treatment than the other references.

It is impossible to compile lists which would in any sense represent minimum core lists of readings to be expected of students at the B.A., the M.A., and the Ph.D. levels of specialization in industrial relations. The field as a whole is too diffuse and it is thoroughly interdisciplinary so that students quite legitimately come into it from different directions and emphasize differing interests. Consequently, the purpose of the following lists is not to regulate the reading of students or establish minima. The lists are designed to help students decide, in consultation with their advisers, the kind of reading they should do to prepare themselves in each area of interest and the different kinds of reading they should do to avoid overspecialization within the total field.

HISTORY AND THEORY OF LABOR MOVEMENTS

Basic material:

- I Webb, Sidney and Beatrice, Industrial Democracy
- I Perlman, Selig, A Theory of the Labor Movement
- I Commons, John R. and associates, History of Labor in the United States ✓
- I Tannenbaum, Frank, A Philosophy of Labor
- McConagha, W. A., Development of the Labor Movement in Great Britain, France, and Germany ✓
- I Marquand, H. A., Organized Labor in Four Continents
- I Sturmthal, Adolf, The Tragedy of European Labor
- I Encyclopedia of the Social Sciences, Articles on "Labor Movement," "Labor Parties," "Trade Unions," "American Federation of Labor," "Class," "Class Consciousness," "Class Struggle," "Socialism," etc. ✓

Other:

- I Hoxie, Robert F., Trade Unionism in the United States
- I Golden, Clinton S. and Ruttenberg, Harold J., The Dynamics of Industrial Democracy

- I Brooks, R. R. R., When Labor Organizes
- I _____, Unions of Their Own Choosing ✓
- I Hardman, J. B. S., American Labor Dynamics
- Ware, Norman, The Industrial Worker: 1840-1860 ✓
- _____, The Labor Movement in the United States: 1860-1895 ✓
- Brissenden, Paul, The I. W. W. ✓
- Powderly, T. V., Thirty Years of Labor ✓
- Saposs, David J., Readings in Trade Unionism ✓
- I _____, Left Wing Unionism
- Adamic, Louis, Dynamite, the Story of Class Violence ✓
- Gompers, Samuel, Seventy Years of Life and Labor ✓
- Lorwin, Lewis, L., The American Federation of Labor ✓
- I Perlman, Selig, A History of Trade Unionism in the United States
- I Dulles, Foster Rhea, Labor in America
- I Cross, Ira B., A History of the Labor Movement in California
- Lyon, Hastings, Dictatorship of the Proletariat in the United States ✓
- I Webb, Sidney and Beatrice, The History of Trade Unionism
- I Laski, Harold J., Trade Unions in the New Society
- I Cole, G. D. H., A Short History of the British Working Class Movement, 1948 ed.
- I Barou, N., British Trade Unions
- I Brady, Robert A., Crisis in Britain ✓
- I Ehrmann, Henry, French Labor From Popular Front to Liberation
- Saposs, David, The Labor Movement in Post-War France ✓
- Lorwin, Lewis L., Labor Movement in France ✓
- Clark, Marjorie R., A History of the French Labor Movement (1910-1928) ✓
- Gulick, Charles A., Austria from Hapsburg to Hitler ✓
- Anderson, Evelyn, Hammer or Anvil; the Story of the German Working Class Movement ✓
- Reich, Nathan, Labor Relations in Republican Germany ✓
- I Robbins, James J., The Government of Labor Relations in Sweden ✓
- I Galenson, Walter, Labor in Norway
- I Thompson, V. M., Labor Problems in Southeast Asia
- Fitzpatrick, B. C., Short History of the Australian Labor Movement ✓
- I Lorwin, Lewis L., Labor and Internationalism

LABOR LAW

Basic material:

- I Gregory, Charles O., Labor and the Law
- + Lieberman, Elias, Unions Before the Bar
- Landis, James M. and Manoff, Marcus, Cases on Labor Law ✓

Other:

- Berman, Edward, Labor and the Sherman Act ✓
- I Frankfurter, Felix and Greene, Nathan, The Labor Injunction ✓
- I Commons, John R. and Andrews, John B., Principles of Labor Legislation
- I Metz, H. W. and Jacobstein, Meyer A., National Labor Policy
- I Killingsworth, Charles C., State Labor Relations Acts
- Twentieth Century Fund, Labor and the Government ✓
- Mueller, Stephen J., Labor Law and Legislation ✓

THE NATURE AND INTERNAL AFFAIRS OF UNIONS

Basic material:

- I Dankert, Clyde, Contemporary Unionism
- I Hardman, J. B. S., (ed.) The House of Labor
- I Peterson, Florence, Handbook of Labor Unions
- I Peterson, Florence, American Labor Unions
- I Mills, C. Wright, The New Men of Power
- I Barbash, Jack, Labor Unions in Action

Other:

- I Seidman, Joel, Union Rights and Union Duties
- I Wolman, Leo., Ebb and Flow in Trade Unionism
- I Ross, Arthur M., Trade Union Wage Policy
- Michels, Robert, Political Parties ✓
- I Lens, Sidney, Left, Right, and Center ✓
- I Madison, Charles A., American Labor Leaders
- Slichter, Sumner H., Union Policies and Industrial Management ✓
- Galenson, Walter, Rival Unionism ✓
- I American Civil Liberties Union, Democracy in Trade Unions ✓
- I Howe, I., and Widick, B. J., The U. A. W. and Walter Reuther
- Fitch, John A., The Steel Workers ✓
- Seidman, Harold, Labor Czars ✓

LABOR FORCE AND LABOR MARKET

Basic material:

- I Durand, John D., The Labor Force in the United States
- I Reynolds, Lloyd G., The Structure of Labor Markets
- U. S. National Resources Committee, The Problems of a Changing Population ✓
- I Myers, Charles A. and Shultz, George P., The Dynamics of a Labor Market ✓

Other:

- I Reynolds, Lloyd G. and Shister, Joseph, Job Horizons
- U. S. Employment Service, Survey of Employment Service Information ✓
- I Myers, Charles A. and Maclaurin, W. R., The Movement of Factory Workers ✓
- I Noland, E. Wm. and Bakke, E. W., Workers Wanted
- Bakke, E. W., The Unemployed Worker ✓
- I Ducoff, L. J. and Hapgood, M. J., Labor Force Definition and Measurement

WAGES

Basic material:

- I Hicks, J. R., The Theory of Wages

- I International Labour Office, 31st International Labour Conference,
Report VI (a), Wages - General Report
- I Dunlop, John T., Wage Determination Under Trade Unions
- I Ross, Arthur M., Trade Union Wage Policy

Other:

- Douglas, Paul H., Real Wages in the United States ✓
- Pool, A. G., Wage Policy in Relation to Industrial Fluctuations
- Lester, Richard A., Economics of Labor ✓
- Dickinson, Z. C., Collective Wage Determination ✓
- Dobb, Maurice, Wages ✓
- Hamilton, W. H. and May, Stacy, The Control of Wages ✓
- Bell, Spurgeon, Productivity, Wages, and National Income ✓
- I Lindblom, C. R., Unions and Capitalism
- I Reynolds, Lloyd G., The Structure of Labor Markets

INDUSTRIAL PSYCHOLOGY AND INDUSTRIAL SOCIOLOGY

Basic material:

- I Moore, Wilbert E., Industrial Relations and the Social Order
- I Ghiselli, Edwin E. and Brown, C. W., Personnel and Industrial Psychology
- Krech, David and Crutchfield, Richard, Theory and Problems of Social Psychology ✓
- I Roethlisberger, F. J. and Dickson, W. J., Management and the Worker
- Jones, Alfred, Life, Liberty and Property ✓
- Hoslett, Schuyler D., Human Factors in Management ✓
- Lynton, R. P., Incentives and Management in British Industry ✓
- Mayo, Elton, The Human Problems of Industrial Civilization ✓
- Veblen, Thorstein, Theory of Business Enterprise ✓

Other:

- Newcomb and Hartley, Readings in Social Psychology ✓
- I Bakke, E. Wight, Mutual Survival
- Maier, Norman R. F., Psychology in Industry ✓
- Society for the Psychological Study of Social Issues, Industrial Conflict: a psychological interpretation ✓
- I Industrial Relations Research Association, Psychology of Labor-Management Relations
- I Selekman, Benjamin, Labor Relations and Human Relations
- I Warner, W. Lloyd and Low, Joseph, The Social System of the Modern Factory
- Engels, Friedrich, Conditions of the Working Class in England ✓
- Homans, George, The Human Group ✓
- I Lewin, Kurt, Resolving Social Conflicts
- Thorndike, R. L., Personnel Selection and Classification ✓
- Ryan, T. A., Work and Fatigue ✓
- Cantor, Nathaniel, Employee Counselling ✓
- I Barnard, Chester, The Functions of the Executive

PERSONNEL ADMINISTRATION

Basic material:

- Pigors, Paul and Myers, Charles A., Personnel Administration ✓
- Yoder, Dale, Personnel Management and Industrial Relations ✓
- I Ghiselli, Edwin E. and Brown, Clarence W., Personnel and Industrial Psychology
- I Gardner, Burleigh B., and Moore, David G., Human Relations in Industry
- I Otis, Jay L. and Leukart, Richard H., Job Evaluation ✓

Other readings:

- I American Management Association, How to Establish and Maintain a Personnel Department, Research Report No. 4
- I Gomberg, William, A Labor Union Manual on Job Evaluation
- I _____, A Trade Union Analysis of Time Study
- Mundel, Marvin, Systematic Motion and Time Study ✓
- I Roethlisberger, Fritz J., Management and Morale
- Cantor, Nathaniel, Employee Counselling ✓
- Gordon, Robert A., Business Leadership in the Large Corporation
- Heron, Alexander, Sharing Information with Employees ✓

UNION-MANAGEMENT RELATIONS

Basic material:

- I Davey, Harold W., Contemporary Collective Bargaining ✓
 - Slichter, Sumner H., Union Policies and Industrial Management ✓
 - I Millis, Harry (ed.), How Collective Bargaining Works
 - I Bakke, E. Wight and Kerr, Clark, Unions, Management, and the Public
 - I Williamson, S. T. and Harris, Herbert, Trends in Collective Bargaining
- Basic reading should cover the history and practices of union-management relations in a representative selection of American industries.

Other:

- I Bakke, E. Wight, Mutual Survival
- I Slichter, Sumner H., The Challenge of Industrial Relations
- I Selekman, Benjamin M., Labor Relations and Human Relations
- I Harbison, Frederick H. and Dubin, Robert, Patterns of Union-Management Relations
- I Pierson, Frank C., Collective Bargaining Systems
- I Taylor, George W., Government Regulation of Industrial Relations
- Leiserson, William, Right and Wrong in Labor Relations ✓
- I The Wagner Act and the Taft-Harley Act
- I Warne, Colston (ed.), Labor in Post-War America ✓
- I _____, Industry-Wide Collective Bargaining
- Hill, Lee H. and Hook, Charles R. Jr., Management at the Bargaining Table ✓

INSTRUCTORS AND COURSES IN INDUSTRIAL RELATIONS

For the information and guidance of students this section contains a comprehensive listing of all instructors and courses on the Berkeley campus in the field of industrial relations. An attempt has been made to provide sufficiently detailed descriptions of courses so that students may obtain an accurate idea of the scope and content of each course. Wherever possible an indication is given of the type of reading material used in each course, but it is well to remember that reading requirements are subject to change every semester.

Instructors

For information and advice about departmental major programs of study it is advisable for students to consult the regular departmental advisers. Undergraduate major advisers are listed under each department in the General Catalogue. Departmental secretaries have the names of graduate advisers. Most departments also have written announcements or descriptions of departmental requirements and programs.

For detailed information about individual courses students should consult the instructors immediately involved. The following is a list of instructors who teach courses in the industrial relations field on the Berkeley campus. For details as to the specific courses being taught at a given time by each instructor, students should consult the General Catalogue and each semester's Schedule and Directory of courses.

Business Administration

Malcolm M. Davisson, Professor of Economics
Walter Galenson, Associate Professor of Industrial Relations
Joseph Garbarino, Assistant Professor of Industrial Relations
Howard S. Kaltenborn, Professor of Business Administration
Van Dusen Kennedy, Associate Professor of Industrial Relations
Clark Kerr, Professor of Industrial Relations
F. Theodore Malm, Assistant Professor of Business Administration
Jack Dean Rogers, Lecturer in Business Administration
Arthur M. Ross, Associate Professor of Industrial Relations
Raymond A. Smardon, Lecturer in Business Administration

Economics

Charles A. Gulick, Professor of Economics
Emily H. Huntington, Professor of Economics
Carl Landauer, Professor of Economics
Paul S. Taylor, Professor of Economics

Mechanical Engineering

Louis E. Davis, Assistant Professor of Mechanical Engineering
Edward Keachie, Associate Professor of Mechanical Engineering
Donald G. Malcolm, Associate Professor of Mechanical Engineering

Political Science

Lloyd H. Fisher, Associate Professor of Political Science
Joseph P. Harris, Professor of Political Science
Boynton Kaiser, Lecturer in Political Science

Psychology

Ralph R. Canter, Instructor in Psychology
Edwin E. Ghiselli, Professor of Psychology
Mason Haire, Assistant Professor of Psychology

Sociology and Social Institutions

Reinhard Bendix, Associate Professor of Sociology and Social
Institutions
Seymour M. Lipset, Assistant Professor of Sociology and Social
Institutions

Upper Division Courses

For all courses listed in this group students should assume that junior standing is required as a minimum qualification. Generally, each department also requires students to complete certain standard lower division prerequisites in the department before taking its upper division courses. These are set forth in the General Catalogue. However, instructors in many of the courses listed below customarily waive some or all lower division prerequisites for students who are not majors in the departments offering the courses. Special prerequisites for individual courses are listed with the courses below.

The Roman numerals, I and II, indicate the semesters in which each course is given. Except where a different unit value is indicated, all courses listed have a value of three units of credit when taken in one of the semesters of the regular academic year. When offered in summer session all courses normally carry only two units of credit.

Agricultural Economics

112A-112B. Rural Sociology. (2 units each semester). Year course.

Course 112A is prerequisite to 112B.

A study of the forms of human association in rural environment, including their origins, development, structures, functions, and cultural products. Many aspects of rural life and community are considered including rural population, social organization and institutions, social psychology, ecology patterns, social change, and social pathology.

Reading: Basic texts on rural life are used as well as supplementary references.

Business Administration

150. Industrial Relations. I and II.

A survey course designed to increase the general student's understanding in the field of labor. The history of the American labor movement is sketched briefly with an analysis of the structure, policies, methods and other characteristics of American unionism including the response and counter organization of employers. The evolution of labor law, including the Wagner and Taft-Hartley Acts is reviewed. Major aspects of labor-management relations are discussed along with such other subjects as wages, employment, social security, and problems of public policy connected with industrial relations.

Reading: Confined largely to a basic text or texts. Examples are Lloyd G. Reynolds, Labor Economics and Labor Relations and Orme W. Phelps, Introduction to Labor Economics.

151. Personnel Administration. I and II.

Prerequisite: Business Administration 150 or Economics 150, or consent of instructor. An introductory course covering the following major aspects of manpower management: (1) the nature and development of professional work in this field, (2) the organization of the personnel department, its structure, functions, and use of personnel policies, (3) human relations in industry, including the nature of social systems at work (informal groups, their leaders and behavior codes, status systems, communication problems), and the methods for locating and dealing with problem situations (indices of morale, interviewing and counseling, discipline), (4) employment work, covering recruitment and selection, (5) training, both non-supervisory and supervisory, (6) wage administration.

Reading: Confined largely to basic texts. Examples are Paul Pigors and Charles A. Myers, Personnel Administration and Dale Yoder, Personnel Management and Industrial Relations.

152. Collective Bargaining Systems. I and II.

Prerequisite: Business Administration 150 or Economics 150. An intensive analysis of the nature of union-management relationships. The agencies, the process, the structural arrangements, and the principal subjects of bargaining are discussed. The patterns of relationships in various industries such as coal, auto, pulp and paper, steel, clothing, transportation, etc. are studied. Comparisons with European systems are drawn. An attempt is made to develop principles of industrial relations behavior.

Reading: A large variety of materials is used. Examples: E. Wight Bakke, Mutual Survival; Williamson and Harris, Trends in Collective Bargaining; B. M. Selekman, Problems in Labor Relations; references on multi-employer bargaining and bargaining systems abroad; numerous industry studies.

153. Labor Law. I and II.

Prerequisite: Business Administration 150 or Economics 150, and Business Administration 152. This course deals with the common law status of labor's most important self-help devices--the strike the picket, and the boycott--with particular reference to the economic, social, and political context out of which law develops. Attention is also given to federal and state legislation--such as the Sherman Anti-Trust Act, the Clayton Act, the Norris-La Guardia Act, the Wagner Act, the Taft-Hartley Act, and the most important state legislation--which affects employer-employee relations. Emphasis is on the economic, social, and political motivations for and implications of such legislation rather than on mechanics and procedures.

Reading: Handler, Cases on Labor Law; Gregory, Labor and the Law, and additional mimeographed material dealing with current problems and recent decisions,

Economics

106. Social Reform Movements. I and II.

Study of the basic concepts of socialism, communism, anarchism, syndicalism, democracy, and capitalism. History and evolution of social reform movements covering: Europe from 1770 to 1850; analysis of the Marxian systems; social reform movements in Europe, 1850-1914; history of social reform movements in the U.S., 1775-1914; World War I and post-war movements and their significance; social reform movements in the U.S. and Europe, 1919-1939. The treatment includes a brief discussion of labor union history and the relation of the labor movement to social reform.

Reading: Examples: H. W. Laidler, Social Economic Movements and Carl Landauer, Chronology of Social Reform Movements (Syllabus)

150. Labor Economics. I and II.

This course attempts to provide a factual background for the development of labor legislation and trade unionism in the United States. The approach is primarily through "problems" and the efforts made by employers, trade unions, and legislative bodies to solve these problems. Problems emphasized are those of the relationship of wages to the cost of living, hours, unemployment and unemployment insurance, accidents, collective bargaining and its legal foundations, and the "weapons" of industrial conflict. The course concludes with a general survey of labor and politics and labor and society.

Reading: Texts are used. Examples: Florence Peterson, Survey of Labor Economics; C. R. Daugherty, Labor Problems in American Industry; E. Wight Bakke and Clark Kerr, Unions, Management, and the Public.

152. Labor Economics. II.

Prerequisite: Economics 150 is recommended. A comparative survey of American and some foreign (for example, English, French, German, and Austrian) labor movements. A major purpose of the course is to develop the different factors which have operated in the different countries to give each of them its characteristic movement. Emphasis is laid upon the political, cooperative, and cultural (as distinguished from trade union) aspects of some movements and upon the relationship of labor movements to general international affairs between the two world wars.

Reading: Examples: W. A. McConagha, Development of the Labor Movement in Great Britain, France and Germany; F. R. Dulles, Labor in America; supplementary assignments in such books as G. D. H. Cole, A Short History of the British Working Class Movement.

180. Problems of Poverty. I.

Discusses the definitions and basic social phenomena of poverty, conditions, and current explanations of this problem, and the studies on poverty in England and the United States; attitudes toward poverty, the methods of measuring it and the problem of economic insecurity are correlated with problems of social security legislation and theories of social reform.

Reading: No prescribed texts. Selections from an extensive list of books and periodicals dealing with the problems of poverty.

185. Social Insurance. II.

Philosophy and origin of social insurance, investigation of the need for social insurance in the U. S. and Social insurance legislation through the world; analysis of the American program of industrial accident insurance, old age, unemployment, and health insurance with comparison of foreign systems.

Reading: A text is used. Example: Haber and Cohen, Readings in Social Security; additional selections from many books and periodicals.

Mechanical Engineering

143. Time and Motion Study. I and II.

Prerequisite: senior standing in engineering, including completion of Engineering 41 or 42, or senior standing in the School of Business Administration. The course includes a study of the following: fundamental principles of motion economy; basic divisions of accomplishment; determination of methods of eliminating waste motions; process charts of various kinds; the use of motion pictures in making micro-motion studies; analysis of micro-motion films; the making and use of micro-motion charts including the application of motion economy to the layout and design of equipment; principles of time study; theory and practice in rating operators

for skill and effort; use of time studies in establishing wage rates; collection of standard data. Laboratory sessions provide operational practice for all techniques presented during the course performed on an actual production operation.

Reading: A basic text is used such as Barnes, Motion and Time Study and there are supplemental reading assignments.

146. Wage Incentives and Job Evaluation. (2 units) I and II.

Prerequisite: Mechanical Engineering 143 and Business Administration 190. History and development of wage incentives, analysis of other job controls and their relations to incentives; the earnings equation and areas of operation of plans. Classification and mathematical and graphical description of plans; application to direct, indirect, and supervisory work; operation and maintenance problems. Job evaluation principles and methods; selling management and labor; job characteristics and statistics of measurement; job analysis; job classification, the wage curve and area wage survey; statistical analysis of the rate structure; operating and adjusting the plan; merit rating; applying evaluation to office and supervisory positions; government regulations; union policies.

Reading: Basic texts are used. Examples: C. W. Lytle, Wage Incentive Methods, and J. L. Otis and R. H. Leukart, Job Evaluation. There are supplementary references also.

Political Science

140. Politics of Labor. II.

The introductory lectures of the course deal with the main currents of modern democratic theory with special emphasis upon pluralist theories. The body of the course consists of an examination of the internal government and constitutional structure of American trade unions as a major case against which pluralist theory may be tested. Case material is drawn from trade union history, current factional controversy, trade union constitutional documents and court cases. The course will draw upon sociological and economic as well as political theory for its explanations.

Reading: Selections from such materials as Hardman and Neufeld (ed.), The House of Labor; Michels, Political Parties, and journal literature.

183. Public Personnel Administration. I.

The course introduces the student to the problems and techniques of public personnel administration. A general analysis of the importance of civil servants in government and in society, a historical review of the movement from patronage to the merit system, and an effort to crystalize a general philosophy and program of public personnel administration precede consideration of individual techniques and problems. These include organization for public personnel administration, position classification,

compensation, recruitment, selection, training, promotion, efficiency rating, and retirement. Finally, attention is given to morale, incentives, conditions of work, supervision, discipline, and employee unionization.

Reading: Selections from such material as International City Managers Association, Municipal Personnel Administration; Personnel Reports of the Commission on Organization of the Executive Branch of the Government; William E. Mosher and J. Donald Kingsley, Public Personnel Administration; Reports of the Civil Service Assembly.

Psychology

145. Social Psychology. I and II.

Prerequisite: Psychology 1A. An introduction to social psychology. The object of study is the individual in his social environment. Principles of general psychology are applied in an attempt to describe systematically the reciprocal interrelations between the behavior of the individual and the structural properties of the groups to which he belongs. The basic principles developed in considering social behavior are applied to the analysis of such practical social problems as race prejudice, propaganda and labor-management relations.

Reading: Basic texts are used. Examples: Krech and Crutchfield, Theory and Problems of Social Psychology; Newcomb and Hartley (editors), Readings in Social Psychology.

185. Personnel and Industrial Psychology. I and II.

Prerequisite: Psychology 5. Three areas are covered in this course; (1) Personnel problems including an analysis of principles and problems in job and worker analysis, the measurement of job proficiency, rating methods and time study considered from the psychological point of view. Discussion of the basic problems of selection and classification with specific reference to the interview, personal data analysis and tests. (2) Definition of effective industrial work with reference to the concepts of efficiency and fatigue. Analysis of approaches to improving methods of work, including motion study and the effects of various administrative and physical conditions of work. (3) Consideration of problems of worker motivation including discussion of training, monotony, incentives, worker interviewing, counseling and supervision.

Reading: A basic text is used. Example: Ghiselli and Brown, Personnel and Industrial Psychology.

186. Individual Appraisal and Occupational Analysis. II.

Prerequisite: Psychology 1A, 1B, 5, and 185. Intensive examination into theories and principles of differences among individuals relevant to industrial problems; review of concepts and methods in occupational analysis classification; study and use of concepts,

criteria, tests, interviews, and allied methods for predicting, appraising, and measuring occupational aptitude and proficiency. Reading: A text is used. Example: Thorndike, Personnel Selection. Some outside readings may be used also.

187. Human Relations in Industry. II.

Prerequisite: Psychology 185. The keynote of the course is the application of psychological methods and knowledge to the field of human relations. An attempt is made to establish the scope of the field, to indicate the major varieties of current research and industrial projects and uses. Subsequent topics deal with the methodology of studies of, and the body of information concerning attitude, morale, motivation, leadership, counseling, and social perception. The major group of examples and data are drawn from the industrial setting. Recognition is given to unexplored areas of human relations, with special emphasis on the need for subject matter development by all social science disciplines.

Reading: Selections from such materials as: N. R. F. Naier, Psychology in Industry; N. L. Blum, Industrial Psychology; S. D. Hoslett, Human Factors in Management; B. B. Gardner, Human Relations in Industry.

188. Attitudes and Perception in the Industrial Society. I.

Prerequisite: Psychology 1A, 1B, 5, and 185. Consideration at an advanced level of the motivational and theoretical problems involved in an individual's attempt to organize his environment and interpret what goes on around him, and, consequently, the genesis of his attitudes and habitual modes of response. Topics cover: organization in simple perception; diagnosing the individual's perceptual field, including motivational influences; reorganization of the environment in learning; the circumstances under which behavior will change.

Reading: Selections from such sources as Koffka, Principles of Gestalt Psychology; Ellis, Readings in Gestalt Psychology; Newcomb and Hartley, Readings in Social Psychology; Newcomb, Social Psychology.

Sociology and Social Institutions

102. Social Problems of Large-Scale Organizations. I.

Analysis of organizational problems including fact and value in decision-making, policy and administration, the "purpose" of an organization, ideal type of democratic and authoritarian administration, administrative rationality as an historic product: emergence of modern bureaucracy in industry and government. Analysis of conditions affecting rational administration in modern industry and government: definition of authority; authority, disciplinary sanction and employee participation; discussion of these conditions in terms of reported case studies. The problem of power in large-scale organizations: problems of organizational identification

at different hierarchical levels; definition of "administrative neutrality;" discussion of problems connected with oligarchy. Reading: Typical materials include Herbert Simon, Administrative Behavior; Philip Selznick, TVA and the Grass Roots; Robert Michels, Political Parties; and other empirical studies of organization.

132. Social Stratification. I.

Discussion of theory and research in social stratification including: (a) analysis of theories of Karl Marx, Lloyd Warner, and Max Weber, (b) comparison of selected American studies of class with emphasis on Robert Lynd's Middletown and Lloyd Warner's Yankee City studies, (c) class structure in different countries.

161. Community and Modern Industry. II.

Analysis of social structure of industrial communities including discussion of class status and power structures, attitudes and behavior of different class groups. Analysis of organizations involved in industrial relations with discussion of relations between leaders and members, bureaucratic needs of organization, ideological shifts, effect of conflict on life of organization. Discussion of factory as a social system including difference between blue print and "informal" organizational structure, "restriction of output," goals of workers and of management. Reading: Typical materials include Wilbert Moore, Industrial Relations and the Social Order; Irving Howe and B. J. Widick, The U.A.W. and Walter Reuther.

Graduate Courses

The general condition for enrollment in a graduate course is that the student must submit to the instructor in charge satisfactory evidence of preparation for the work proposed. Normally, this means completion of at least 12 units of upper division work basic to the subject of the graduate course, irrespective of the department in which the basic work has been taken. In many of the courses listed below, therefore, instructors frequently admit qualified graduate students from neighboring departments. In addition, qualified undergraduate students may be admitted to a number of these courses.

The Roman numerals, I and II, indicate the semesters in which each course is given. Except where a different unit value is indicated, all courses listed have a value of three units of credit when taken in one of the semesters of the regular academic year. When offered in summer session all courses normally carry only two units of credit.

Business Administration

256. Seminar in Collective Bargaining. I.

Exploration of practical administrative and procedural aspects of labor-management relationships. The three phases of collective bargaining which receive most attention are: (a) the process and principles of negotiating and writing the union contract; (b) the administration of contracts including grievance procedures and the settlement by arbitration of disputes arising under contracts; (c) the methods and principles of settling new contract disputes between unions and management by third party intervention, including conciliation and arbitration. The factual data which enter into contract negotiations and dispute settlement proceedings will be stressed and students will be called upon to work with and prepare such materials. The course is open to seniors who are specializing in the field and who have adequate preparation in other courses.

Reading: No single text is used. Reading is assigned from current material and from original sources.

257. Managerial Policies and the Labor Factor. II.

This seminar is aimed at an understanding of managerial policies as related particularly to problems of the work group. Analysis of the sources and objectives of managerial policies, the selection of tools of personnel administration procedures, and of appropriate special policies. Problems of large-scale changes in production procedures and evaluation of appropriate personnel policies in terms of usefulness in implementing broad managerial policies. A discussion of the unconscious changes in broad policy occasioned by the adoption of specific techniques.

259. Wage Policies and Wage Behavior. II.

The central theme of this seminar is wages in theory and practice with particular attention to the impact of union, employer, and government policies on wage determination. The behavior of the wage structure, viewed occupationally, industrially, and geographically, both over space and over time is examined with reference especially to labor market and product market forces. Administrative and environmental impacts on internal wage structures are discussed. Theories about labor's share of national income and size of the labor force are considered. National wage policy is also examined.

Reading: General class assignments are taken from such works as: Beveridge, Full Employment in a Free Society; Dunlop, Wage Determination Under Trade Unionism; Ellis, Survey of Contemporary Economics; Hicks, Theory of Wages; International Labour Office, Wages - General Report; Lester and Shister, Insights Into Labor Issues; Lindblom, Unions and Capitalism; Pool, Wage Policy in Relation to Industrial Fluctuations; Ross, Trade Union Wage Policy.

Economics

250A. Advanced Labor Economics. I and II.

Prerequisite: Two courses in labor, some knowledge of European labor history, and consent of the instructor. An intensive reading course covering classic and current material. The aim is to provide a broader background in labor economics and labor history for students who intend to do independent work. The emphasis is on the various theories about how labor movements originate, what they are, and some speculation about what they are likely to become.

Reading: Basic reading has included Sidney and Beatrice Webb, Industrial Democracy; Selig Perlman, A Theory of the Labor Movement; Adolf Sturmthal, The Tragedy of European Labor. Other books which have been used include Clinton S. Golden and H. J. Ruttenberg, The Dynamics of Industrial Democracy; M. L. Cooks and P. Murray, Organized Labor and Production; R. R. R. Brooks, As Steel Goes.

252A-252B. Seminar in Labor Economics.

Prerequisite: Economics or Business Administration 150 and consent of instructor. Individual research and group discussion in some area of labor economics, labor history, theory of the labor movement or agricultural labor. When the seminar is given by Mr. Gulick, a central subject from one of the first three areas is agreed upon (for example, the British Labour Government) and each student spends the term making oral reports and preparing a final written report on some segment of the central problem. When the seminar is given by Mr. Taylor the work is always in the field of agricultural labor and consists of a review of principal source materials and individual research following the lines of student interests.

Mechanical Engineering

243. Advanced Time and Motion Study. I.

Prerequisite: Mechanical Engineering 143 and 146 and Economics 2. A continuation on an advanced level of the subject matter presented in Mechanical Engineering 143; complex problems of production measurement and methods development; introduction to research techniques in development of fundamental data.

Political Science

258. The Government of Industrial Relations. (2 units).

A projected experimental seminar with limited enrollment to be taught under the direction of the Political Science Department and staffed by a panel of faculty members representing the disciplines of political science, economics, social psychology, and sociology. The subjects proposed for discussion include: (a) the theory of

organization implicit or explicit in the models of trade union and corporation constructed by each of the social sciences; (b) organizational goals in terms of profit maximization, power, security, and perpetual life, among others; (c) relationship patterns between industry and labor and the relations of both groups to governmental power.

273. Seminar in Public Personnel Administration (2 units). II.

Prerequisite: Political Science 183 or the equivalent. The graduate student level extension of the upper division course in the same field. Emphasis depends on the size of enrollment and student background, but students will engage in research projects in various phases of public personnel administration such as job classification, wages and salaries, personnel policy and procedure, service ratings, recruitment, testing, placement, unions and collective bargaining, welfare, retirement, grievances, personnel organization, etc. Research is in the public and semi-public agency field including international, federal, state and local agencies with frequent comparisons with private industry practices.

Reading: No prescribed readings; it will vary according to the topics which are developed during the seminar.

Psychology

285E. Seminar in Applied and Industrial Psychology. (2 units). II.

287E. Seminar in Psychology of Human Relations. (2 units). I.

239E. Social Perception. (2 units). II.

These three seminars deal at a more advanced level with many of the topics which are covered in Psychology 185, 187, and 188, respectively. Detailed descriptions are not provided because, ordinarily, these seminars will not be open to the non-psychology graduate student whose primary interest is in industrial relations.

Sociology and Social Institutions

202. Seminar in Social Problems of Large Scale Organization. (2 units). II

Individual research and group discussion in aspects of large scale organization.

260. Seminar in Political and Industrial Sociology. (2 units). I.

Contributions of sociology to theory and research in politics and industrial relations. Analysis of structure and ideology of organized groups.

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