

INSTITUTE OF INDUSTRIAL RELATIONS

**UNIVERSITY
OF CALIFORNIA
BERKELEY**



RESEARCH • COMMUNITY SERVICES

CURRICULUM • DEGREES

UNIVERSITY OF CALIFORNIA, BERKELEY

INSTITUTE OF INDUSTRIAL RELATIONS

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ARTHUR M. ROSS, DIRECTOR

INTRODUCTION

Over the past few decades, the rapid growth of the labor movement, the large-scale development of collective bargaining, and the increasing complexity of industrial organization have stimulated widespread interest in industrial relations as a subject for study. Recognizing the important contribution that a specialized academic organization could make to knowledge in this field, the California state legislature created the Institute of Industrial Relations at Berkeley in 1945. The Institute was invited to use the faculties and facilities of the University of California in planning and carrying out a program of research, community service, and education in industrial relations.

The Institute has subsequently developed one of the largest and most varied programs of industrial relations research in the nation. A number of experienced social scientists are conducting investigations in seven fields: labor-management relations, wages, economic security programs, the labor market, the labor movement, industrial psychology and sociology, and management sciences. Results of the Institute's findings are widely distributed in books, monographs, and pamphlets.

In attempting to meet its obligation to the community, the Institute sponsors a variety of programs—evening courses, conferences, discussion groups, lectures—designed for representatives of management, labor, and the public who are concerned with special problems in industrial relations or personnel administration. Such activities are generally conducted in close cooperation with various groups in the community.

As industrial relations are uniquely suited to an interdisciplinary approach, the Institute has chosen not to become a teaching organization, but, rather, to act as coordinator of the University's

extensive graduate and undergraduate curriculum in the field. With the assistance of the Institute, the Departments of Business Administration, Economics, Political Science, Psychology, and Sociology have developed specialized courses and degree programs. In most cases such courses are taught by Institute staff members. In addition, the Institute offers special training in research to talented graduate students through the award of annual research assistantships.

The Institute is aided in its efforts to function effectively in the widest possible area by three advisory committees appointed by the President of the University: the Faculty Advisory Committee, consisting of nine members of various teaching departments; the Community Advisory Committee, made up of twenty-four representatives of Northern California labor, management, and government groups; and the State-wide Coordinating Committee, a seven-member faculty group concerned with the activities of both the Berkeley and the Los Angeles branches of the Institute.

The following booklet describes in more detail the Berkeley Institute's programs of research, publication, and community service, and concludes with a description of the University's curriculum in industrial relations.

**INSTITUTE OF
INDUSTRIAL RELATIONS**

STAFF

The Institute of Industrial Relations employs approximately 60 people, about one quarter of whom are engaged in office work or in the maintenance of a specialized reference library for the use of Institute members, students, faculty, and other interested persons. The balance of the staff is engaged in research, teaching, and presentation of community education programs. Although some people in the professional group serve on a full-time basis, most positions are held by members of the University faculty through joint appointment to the Institute and to the Business Administration, Economics, Political Science, Psychology, or Sociology Department.

One of the most noted members of the staff is Clark Kerr, Director of the Institute from 1945 to 1952, Chancellor of the Berkeley campus from 1952 to 1958, and now President of the University. President Kerr is currently an Institute Research Associate as well as a Professor of Industrial Relations. He is the author of over 70 monographs, articles, and reviews in the field of industrial relations and is co-author of *Unions, Management, and the Public* (Harcourt, Brace, 1948).

Also among the Institute's research staff are the following senior members:

ARTHUR M. ROSS, Director of the Institute, Professor of Industrial Relations. An authority on wages, collective bargaining, and arbitration. Author of *Trade Union Wage Policy* (University of California Press, 1948); co-editor of *Industrial Conflict* (McGraw-Hill, 1954). Vice-President of the National Academy of Arbitrators; Permanent Arbitrator for Convair and the International Association of Machinists; Chairman of the Central Industry Adjustment Board of the California Canning Industry.

MARGARET S. GORDON, Associate Director of the Institute, Associate Research Economist. Extensive work in the problems of the aged worker, employment and labor mobility, and social security. Author of *Employment Expansion and Population Growth: The California Experience, 1900-1950* (University of California Press, 1954); co-author of *Unemployment Insurance* (Institute of Industrial Relations, 1957).

REINHARD BENDIX, Professor of Sociology and Social Institutions (chairman of the department). Specialist in social mobility and stratification. Author of *Work and Authority in Industry* (John Wiley,

1956); co-editor of *Class, Status, and Power* (Free Press, 1953); co-author of *Social Mobility in an Industrial Society* (University of California Press, 1959).

WALTER GALENSON, Professor of Economics and Industrial Relations. A widely experienced labor economist, at present investigating the influence of trade union structure and practices on democracy and the status of individual workers. Author of *Labor Productivity in Soviet and American Industry* (Columbia University Press, 1955), *The Danish System of Labor Relations* (Harvard University Press, 1952), *Labor in Norway* (Harvard University Press, 1949); editor of *Labor and Economic Development* (John Wiley, 1959), *Comparative Labor Movements* (Prentice-Hall, 1952).

JOSEPH W. GARBARINO, Associate Professor of Business Administration. An authority in the fields of employment and wages. Author of *Health and Welfare Plans Under Collective Bargaining* (to be published in 1959), *Guaranteed Wages* (Institute of Industrial Relations, 1954).

MASON HAIRE, Professor of Psychology. An industrial psychologist specializing in human relations, management philosophy, and organizational structure. Author of *Psychology in Management* (McGraw-Hill, 1956).

VAN DUSEN KENNEDY, Professor of Industrial Relations. An expert in the field of non-factory unionism and an authority on labor problems in India. Author of *Nonfactory Unionism and Labor Relations* (Institute of Industrial Relations, 1955), *Arbitration in the San Francisco Hotel and Restaurant Industries* (University of Pennsylvania Press, 1952), *Union Policy and Incentive Wage Methods* (Columbia University Press, 1948).

SEYMOUR M. LIPSET, Professor of Sociology and Social Institutions. Extensive work in internal problems of unions, social mobility, social classes, and labor mobility; currently studying the relationship between economic factors and political stability. Co-author of *Union Democracy: The Internal Politics of the International Typographical Union* (Free Press, 1956), *Social Mobility in an Industrial Society* (University of California Press, 1959); co-editor of *Class, Status, and Power* (Free Press, 1953).

PHILIP SELZNICK, Professor of Sociology and Social Institutions. An industrial sociologist with particular interests in the sociology of law and the socio-legal aspects of job rights. Author of *Leader-*

ship in Administration (Row, Peterson, 1957); co-author of *Sociology* (Row, Peterson, 1955).

LLOYD ULMAN, Professor of Economics and Industrial Relations. An authority on labor history and social security. Author of *The Rise of the National Trade Union* (Harvard University Press, 1955).

The books and monographs mentioned above represent only a few of the works published by the staff.

In addition to their duties at the University, senior members of the Institute often serve on government boards and commissions and are frequently called upon to adjudicate labor disputes.

RESEARCH

The research program of the Institute of Industrial Relations is conducted in accordance with basic principles which have been developed since 1945 by the staff in cooperation with the Faculty and Community Advisory Committees:

1. Research topics are selected for their long-term as well as their contemporary interest. The Institute considers it important to confine research efforts as closely as possible to basic problems rather than to those of only passing interest.

2. In some instances source material is regional, but in each case the Institute endeavors to address itself to significant questions of general interest.

3. Individual studies are additive insofar as possible. The Institute maintains that a research program is justified only if it achieves results in unity and coherence over and above that which could be accomplished by the unrelated efforts of individual scholars.

4. An effort is made to develop projects which will draw on more than one University discipline. Although much early research in industrial relations was conducted within the field of economics, it is now clear that no single branch of learning has adequate tools to attack the major questions involved. The research staff has therefore been expanded over the years to include persons trained in political science, psychology, and sociology, as well as in business administration and economics.

5. The Institute initiates its own research program and does not function as a service agency for other groups. The results of studies, however, are available in published works and through the Insti-

tute's various education services. In addition, suggestions for research are always welcome and are frequently acted upon.

The Institute's research program is concerned with seven broad areas of investigation:

- Labor-management relations
- Wages and related problems
- Economic security programs
- The labor market and labor mobility
- The labor movement, social groups, and industrialization
- Industrial psychology and sociology
- Management sciences

In the formative stages, the research program was largely concentrated on problems of collective bargaining, wage determination, and labor mobility. Although there has been a tendency for the scope of the program to be broadened in recent years, there is still substantial emphasis on these aspects of industrial relations. Recent studies have included, for example, a history of labor relations in Northern California, an analysis of trends in wages and productivity, and a survey of the impact of the relocation of a large industrial plant on the displaced workers.

Because of the rapid spread of fringe benefits and the expansion of social security programs in the last decade, staff members have undertaken several investigations in these areas, including studies of health and welfare plans under collective bargaining, economic security for older persons, and the problems of occupationally disabled workers. Other recent studies have been concerned with job rights in modern industry, trade union government and politics, the "human relations" movement, and organization and decision theory.

Extramural grants have played an important role in facilitating the expansion of the research program. A large-scale, Rockefeller-financed study, *Aging in an Industrial Society*, has resulted in four published volumes and several additional books that are reaching the publication stage. The Institute has also accepted two grants from the Ford Foundation: one to participate in an interuniversity study of *The Labor Problem in Economic Development*; another to carry out a three-year study of occupational disability. In addition, the Foundation for Research in Human Behavior has made funds available for an investigation of *The Process of Growth in Industrial Organizations* and the National Institute of Mental Health has made a grant to allow completion of a study of *Social and Psychological Aspects of Aging*.

Four staff members are participating in the Fund for the Republic's study of *Labor in a Free Society*. Arthur M. Ross is investigating fiduciary standards for union administration; Seymour M. Lipset and Philip Selznick are conducting a nationwide survey of workers' attitudes toward aspects of unionism; studies of the government of national trade unions are being directed by Walter Galenson.

PUBLICATIONS

Publications of the Institute of Industrial Relations include books, monographs, nontechnical pamphlets, reprints of articles by staff members, and proceedings of Institute conferences.

BOOKS

University of California Press, Berkeley:

Trade Union Wage Policy, Arthur M. Ross (1948)

Wages in California: War and Postwar Changes, Nedra Bartlett Belloc (1950)

The Labor Force in California, 1900–1950, Davis McEntire (1952)

Employment Expansion and Population Growth: The California Experience, 1900–1950, Margaret S. Gordon (1954)

The Economic Status of the Aged, Peter O. Steiner and Robert Dorfman (1957)

Retirement Policies Under Social Security, Wilbur J. Cohen (1957)

Social Mobility in an Industrial Society, Seymour M. Lipset and Reinhard Bendix (1959)

John Wiley & Sons, New York City:

Work and Authority in Industry: Ideologies of Management in the Course of Industrialization, Reinhard Bendix (1956)

Economic Backwardness and Economic Growth: Studies in the Theory of Economic Development, Harvey Leibenstein (1957)

Labor and Economic Development, Walter Galenson, editor (1959)

Institute of Industrial Relations, Berkeley:

Union Policy and the Older Worker, Melvin K. Bers (1957)

The Older Worker in Industry, G. Hamilton Crook and Martin Heinstein (1958)

MONOGRAPHS

Published material on industrial relations on the Pacific Coast is comparatively rare. For this reason, the Institute has issued the West Coast Collective Bargaining Series, which deals with special features of labor relations in eleven selected industries and occupations.

Collective Bargaining in the Motion Picture Industry, Hugh Lovell and Tasile Carter (1955)

Industrial Relations in the Construction Industry, Gordon W. Bertram and Sherman J. Maisel (1955)

Labor Relations in Agriculture, Varden Fuller (1955)

Collective Bargaining in the Nonferrous Metals Industry, Vernon H. Jensen (1955)

Nonfactory Unionism and Labor Relations, Van Dusen Kennedy (1955)

Collective Bargaining in the Pacific Northwest Lumber Industry, Margaret S. Glock (1955)

Industrial Relations in the Pacific Coast Longshore Industry, Betty V. H. Schneider and Abraham Siegel (1956)

Industrial Relations in the California Aircraft Industry, Arthur P. Allen and Betty V. H. Schneider (1956)

The Teamsters Union on the West Coast, J. B. Gillingham (1956)

Labor Relations in the Hawaiian Sugar Industry, Curtis Aller (1957)

Industrial Relations in the West Coast Maritime Industry, Betty V. H. Schneider (1958)

POPULAR PAMPHLETS

An important part of the Institute's program is the distribution of the results of research to as wide an audience as possible. Books and monographs of a technical nature are, of necessity, addressed to a limited group. However, the Popular Pamphlet Series analyzes important industrial relations problems in a brief, readable fashion for general use by business firms, unions, high schools, colleges, public libraries, and the armed services.

Pensions Under Collective Bargaining, William Goldner (1950)

Strikes, William Goldner (1951)

Hours of Work, William Goldner (1952)

Productivity, Peter O. Steiner and William Goldner (1953)

Guaranteed Wages, Joseph W. Garbarino (1954)

The Business Agent and His Union, Wilma Rule Krauss and Van Dusen Kennedy (1955)

Local Employers Associations, William H. Smith (1955)

Unemployment Insurance, Margaret S. Gordon and Ralph W. Amerson (1957)

Automation: Technology's New Face, Jack Rogers (1958)

REPRINT SERIES

A large part of the Institute's research output is published first in technical or academic journals and is then issued in the Institute's Reprint Series. Approximately twenty such articles are reprinted yearly for general distribution. A complete list of reprints may be obtained on request from the Institute.

CONFERENCE PROCEEDINGS

Conferences for management, labor, and other groups in the industrial relations field are regularly presented by the Institute. Proceedings are published where the subject is of widespread interest.

COMMUNITY SERVICES

Each year the Institute sponsors a series of programs designed to promote consideration of developments in industrial relations and related fields. Such activities are generally conducted in cooperation with management, labor, and other groups in the community. Many of the programs are presented through the facilities of University Extension.

CONFERENCES

Several annual conferences are presented by the Institute: for example, the Labor Relations and Arbitration Conference, cosponsored by 15 academic, labor, management, and law organizations; the State AFL Institute, a week-long conference held in cooperation with the California State Federation of Labor for union officials who wish to study such subjects as labor legislation, pension and welfare plans, collective bargaining, and services to union members; and the Summer Management Conference, a residential conference on current developments in business policy and practice.

Special conferences are given frequently on particular subjects or topics of immediate interest: for instance, conferences have been

held in the last few years on equal employment opportunities, workmen's compensation, health and welfare plans, labor relations in public employment, unemployment and the consumer, and psychological testing of personnel.

SEMINARS

Short series of classes or workshops on specific subjects are a particularly popular service of the Institute. Recently, a program on atomic energy was given for plumbers and pipefitters involved in the construction and maintenance of atomic installations. The course was the first of its kind in the United States and attracted nationwide notice. Another seminar, designed for representatives of management and labor, government officials, and attorneys, covered practical problems of preparation and presentation of arbitration cases; principal types of evidence in disciplinary, seniority, classification, and other disputes; legal problems of enforcement and judicial review; and potential improvements in the arbitration process. A similar program was a series of weekly sessions for supervisors, in which the problems of human factors in supervision were explored.

SPECIAL PROGRAMS

On request the Institute will arrange special programs adapted to the needs of particular unions, companies, or other groups. For instance, a combination conference-seminar program was recently developed for Kaiser Medical Care management personnel. A four-day opening conference dealt with general problems of executive behavior, fiscal control problems, and management organization and was followed by a series of seminars covering specific questions. Other examples: a four-day training institute for local officers of the California-Nevada District of the American Newspaper Guild; workshop sessions held in conjunction with the annual conference of the Association of State Mediation Agencies and covering such subjects as the appropriate functions of state services, the psychological aspects of the mediation process, and a review of contributions to collective bargaining made by mediation activities.

DISCUSSION GROUPS

Regular monthly discussion sessions are sponsored by the Institute for local labor and industry representatives. The meetings, which usually feature guest speakers, have proved useful in providing the

opportunity for continuing discussion of problems in terms of current developments and research in the field.

CONSULTATION

The Institute's Community Services staff is available to any organization for consultation, and it is in this area that the department performs one of its more important functions. For the organization which wishes to establish an education program or conference of its own or merely plans to investigate a particular problem, the Institute can locate speakers, suggest alternative methods of presentation, or provide extensive research materials.

PUBLIC LECTURES

The Institute has followed a policy of inviting outstanding representatives of industry, labor, government, and other authorities in the field of industrial relations to speak at public lectures on campus.

CERTIFICATE IN INDUSTRIAL RELATIONS

For persons who wish formal education in labor-management relations, employee relations, or personnel administration, but who cannot attend regular classes at the University, a special program of evening classes is offered jointly by the Institute and University Extension. The course is designed to cover basic subjects as well as the specialized or professional subjects important to persons in the field of industrial relations. The program is open to all adults, regardless of previous education and training. Completion of the course entitles a student to the Certificate in Industrial Relations.

In order to qualify for the Certificate, an applicant must complete satisfactorily a minimum of eight courses selected from a prescribed list of over twenty courses in economics, business administration, history, sociology, psychology, law, engineering, and political science. It is possible to take certain of the courses by correspondence. Depending upon the number of courses taken each semester, the time required to earn the Certificate varies from two to five years. Several of the courses are accepted toward regular University A.B. and B.S. degrees.

Information concerning the Certificate or any other phase of the Institute's Community Services program may be obtained by getting in touch with one of the following persons at 201 California Hall, Institute of Industrial Relations, University of California, Berkeley 4, California: Virginia B. Smith, public programs; Robert L. Raschen, management programs; John Hutchinson, labor programs.

CURRICULUM IN INDUSTRIAL RELATIONS

CURRICULUM

The University of California at Berkeley offers exceptional opportunities for graduate or undergraduate students interested in industrial relations. With the assistance of the Institute of Industrial Relations, five teaching departments have developed graduate degree programs which permit specialization in the field. Over twenty courses and seminars in industrial relations and related subjects are offered by the Departments of Business Administration, Economics, Political Science, Psychology, and Sociology.

The establishment of such a curriculum has been governed by two criteria. First, no one discipline can encompass with authority the range of facts, events, and problems involved in the areas which have come to be known collectively as industrial relations. This is why the Institute has chosen to act as coordinator of an interdisciplinary curriculum rather than to establish separate courses. Second, in recent years the spread of unionization and collective bargaining, the increasingly important role of government in labor-management relations, and the development of new techniques in management have led a large number of students to elect courses in industrial relations whether or not they plan to pursue professional work in the field. It is appropriate, therefore, that many courses have been designed to provide a broad orientation in concepts, issues, and problems, rather than to teach specific skills.

GRADUATE PROGRAMS

Specialized work in industrial relations leading to master's and doctor's degrees is possible in the School of Business Administration and the Departments of Economics, Political Science, Psychology, and Sociology and Social Institutions. The University does not provide for a graduate degree based solely on work in industrial relations, although a group major of this nature is open to undergraduates. Course work and higher degrees available in the labor and personnel fields are summarized briefly below.

Business Administration. One of the fields of emphasis for graduate work in the Graduate School of Business Administration is Industrial Relations and Personnel Management. The program for the M.B.A., for example, may include seminars in Industrial Relations

or Collective Bargaining, as well as courses in Managerial Policies and the Labor Factor, Wage Policies and Wage Behavior, Business Research Methods, and a research and writing project. A more advanced course of study in industrial relations is possible for students who wish to earn the Doctor of Philosophy degree in Business Administration.

Economics. In the Economics Department, a student may take specialized work in the field of labor and industrial relations while working toward either the M.A. or Ph.D. degree. The M.A. program permits the student interested in industrial relations to write his thesis and take most of his course work in the field. For the Ph.D. the student is examined in five fields of study, one of which may be Industrial Relations.

Political Science. Candidates for the M.A. are permitted to write theses on appropriate topics in industrial relations. With approval, they may also do a considerable proportion of course work in the field. The department offers such courses as Labor Politics in Industrial Societies and Public Personnel Administration. Students working for the Ph.D. in Political Science may choose a dissertation topic in industrial relations and also have the option of selecting the field for the oral qualifying examination.

Psychology. Candidates for both the M.A. and Ph.D. in Psychology may do some specialized work in industrial relations and industrial psychology. The Psychology Department offers several courses of its own in the field, such as Personnel and Industrial Psychology, Human Relations in Industry, and Attitudes and Perception in the Industrial Society.

Sociology and Social Institutions. Industrial relations is accepted as one field of concentration in the programs leading either to the M.A. or the Ph.D. degree in this department. The choice of courses in political and industrial sociology and industrial relations is left to the student and his faculty advisor.

Prospective graduate students should consult the *Announcement of the Graduate Division, Northern Section, University of California* or get in touch with the department in which they are interested for detailed information on requirements for admission to the Graduate Division, requirements for full graduate standing, and general University regulations governing higher degrees.

UNDERGRADUATE PROGRAMS

In keeping with the policy that the study of industrial relations is most properly conducted through an interdisciplinary program, a group major in labor and industrial relations is offered by the College of Letters and Science to undergraduates. The program includes courses in the several departments mentioned above and is intended to give the student a broad understanding of the role of employers and unions in our society and the nature and implications of union-management relationships. The group major is not a professional program of study and does not satisfy all the prerequisites for graduate study in the departments.

Students who choose to work for undergraduate degrees in the School of Business Administration or in the Department of Economics, Political Science, Psychology, or Sociology may elect to take upper division work in industrial relations.

GRADUATE RESEARCH ASSISTANTSHIPS

The Institute offers advanced training in research to a limited number of graduate students. Research assistantships are granted to qualified students interested in industrial relations. Students in the fields of business administration, economics, history, political science, psychology, sociology, and statistics are eligible to apply. Persons who desire further information should write to the Institute. February 20 is the final application date for appointments beginning the following September.

Teaching assistantships are available to qualified graduate students in most of the social sciences departments. Application blanks and further information may be obtained from the chairman of the department in which the student wishes to teach. Deadline dates vary, but generally fall in the period from January to April.

Numerous fellowships and scholarships are available for both graduate and undergraduate students with superior academic records. Information may be obtained from the Dean of the Graduate Division. Applications must be filed not later than February 7.

INDUSTRIAL RELATIONS LIBRARY

The Institute maintains an extensive specialized library of materials on industrial relations. Included in the collection are standard works, pertinent government documents, industrial news service reports, trade union and industry publications, convention proceedings, collective bargaining agreements, basic journals concerned with industrial relations, economics, personnel, industrial psychology and sociology, and other publications necessary for research in the field. The library offers easy access to materials and the assistance of a library staff familiar with publications in industrial relations.

