

# School of Labor and Employment Relations



**[LER HANDBOOK]**

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## GENERAL OVERVIEW

The information contained in this Handbook is for general guidance on matters of interest to faculty, staff and students in the School of Labor and Employment Relations at the University of Illinois at Urbana-Champaign. The LER Handbook can be utilized as a convenient reference tool as it simply outlines University policies and procedures. For a complete statement of rules pertaining to students, please consult the following University of Illinois publications:

- 1) The Graduate College Handbook of Policy and Requirements for Students, Faculty, and Staff is available online at <http://www.grad.illinois.edu/gradhandbook>. This book explains your privileges and responsibilities as a graduate student, describes many of the services provided to you by the University and summarizes the Graduate College regulations that apply to all graduate students. Much of the handbook pertains to rules and regulations, but it also suggests ways in which exceptions can be requested for good reasons. A Graduate College petition is to be filed when requesting a deviation from established policy. Petition instructions and forms are online at <http://www.grad.illinois.edu/gsas/petition-record-requests>.
- 2) The Student Code, unless otherwise noted, apply to all undergraduate, graduate, and professional students enrolled at the University of Illinois at Urbana-Champaign. A PDF file of the Student Code is available at the following link: <http://admin.illinois.edu/policy/code/>.
- 3) The following link provides resources and information for a master's thesis or doctoral dissertation: <http://www.grad.illinois.edu/thesis-dissertation>. Walk-in hours are also available at the Graduate College in Room 204 Coble Hall, located at 801 South Wright Street, Champaign.
- 4) A website containing policy information and forms for downloading is maintained by the Graduate College. The link is <http://www.grad.illinois.edu/>.

- 5) The Graduate College website: [www.grad.illinois.edu](http://www.grad.illinois.edu) contains general information concerning admission and advanced degrees for the University of Illinois at Urbana-Champaign. More information about specific degree programs can be found at the following link to Programs of Study: <http://provost.illinois.edu/ProgramsOfStudy/>.
- 6) Graduate Programs in Human Resources & Industrial Relations Folder contains information concerning entrance qualification, degree requirements, and course listings.

The LER Handbook supplements the above publications and incorporates recent revisions made in the Master's and Ph.D. programs.

Information on campus and university policies contained herein is for informational purposes only and is subject to change without notice. For the most current information, please see the official versions of these policies as posted on the Campus Administrative Manual homepage: <http://www.cam.illinois.edu>. More information is available under the Additional campus policy information link above.

## ACADEMIC EXPECTATIONS

The University of Illinois demands the utmost integrity in all aspects of learning, teaching, research, and service. This belief is reflected in the *Student Code* as well as the more recent revisions in the *Policy and Procedures on Integrity in Research and Publication* in which all students, faculty, and staff are expected to adhere to.

The *Student Code* delineates students' rights and responsibilities in addition to setting the standards of civility and expectations for responsible behavior among undergraduate, graduate, and professional students enrolled at the University of Illinois at Urbana-Champaign. In addition to print and digital versions, the *Student Code* can be accessed online at: <http://admin.illinois.edu/policy/code/>. Specific information related to academic integrity can be found in Article 1 - Student Rights and Responsibilities, Part 4. Academic Integrity, § 1-401 through § 1-406 of the *Student Code*.

Under leadership of the Office of the Vice President for Academic Affairs, the University revised and updated the *Policy and Procedures on Integrity in Research and Publication* effective August 28, 2009 “to promote compliance with the highest scholarly standards and prescribe procedures for impartial fact-finding and fair adjudication of allegations of academic misconduct.” Full policy can be found at: <http://www.vpaa.uillinois.edu/Policies/integrityresearch/index.cfm>.

Consistent with University values, the faculty of the School of Labor and Employment Relations are committed to the highest standards of academic integrity in their own research and teaching, and to respecting the dignity of all students as well as fostering the intellectual and professional growth of all students. In a similar way, the LER faculty expects all students to adhere to these same principles in their independent coursework and interactions with classmates and faculty. Evidence of academic fraud including cheating, fabrication, plagiarism, helping someone to commit academic fraud and offenses of this nature are considered violations of this policy and students are subject to penalties. Refer to Article 1, Part 4 for definition, infractions, and penalties for violating standards of academic integrity at the University of Illinois.

Questions about academic integrity most often arise in writing papers and exams. In papers, it is expected and assumed that all work submitted is authentic and not submitted for credit in another course. Recognition for ideas, paraphrasing, and direct quotes must be identified with footnotes, all direct quotes must be clearly labeled as such, and all work consulted should be listed in a bibliography. When considering an identical or similar topic for a paper in another class, you must fully discuss this with the instructors involved before proceeding. In examinations, assume that any external assistance (i.e. books, notes, calculators, etc.) is forbidden unless specifically authorized by the instructor.

Regular and punctual class attendance is necessary and expected; the instructor must approve all absences from class. At the discretion of faculty, class participation may be a significant factor in grade determination; therefore, students are expected to

minimize any scheduling conflicts with class attendance.

The goal of the faculty is to provide an atmosphere conducive to genuine learning and intellectual growth, and to help all students achieve their academic and professional goals. The faculty believes that adhering to these expectations will make that possible for everyone.

## **GRADUATE DEGREE PROGRAMS**

The School of Labor and Employment Relations offers graduate work leading to both a master's and a doctoral degree in Human Resources and Industrial Relations. The flexible curriculum utilizes a multidisciplinary approach to human resources/industrial relations problems with course cross-listings in economics, psychology, law, business administration, history, and finance.

The Master of Human Resources and Industrial Relations (M.H.R.I.R.) program is designed primarily for individuals interested in obtaining a professional terminal degree working as a practitioner in the field of human resources and industrial relations. The M.H.R.I.R. degree can be earned jointly with a Master of Business Administration (M.B.A.) or a Juris Doctorate (J.D.).

The master's program will also prepare students to continue their study toward a Ph.D. or other doctoral/professional degrees if desired. Qualified students who wish to obtain a Ph.D. in human resources and industrial relations and who have only completed an undergraduate degree program may be admitted directly to the Ph.D. program and obtain the master's degree while fulfilling the requirements for the Ph.D. Direct entry into the Ph.D. program reduces the time required for completion of the Ph.D. by immediately integrating Ph.D. program courses into the master's curriculum. Students interested in the possibility of obtaining a Ph.D. are urged to discuss the available options with their advisors. Information and requirements for obtaining the master's degree in this fashion are described in the Ph.D. program section of this handbook.

## MASTER'S PROGRAM

The Master of Human Resources and Industrial Relation (M.H.R.I.R.) degree curriculum is designed to provide students with a broad educational foundation. The mix of required and elective course enables each student to study areas of specific interest while gaining analytical and problem-solving skills needed to handle any situation that arises in the workplace.

### Admission

Admission to the master's program is based on an applicant's undergraduate record, letters of reference, Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT), and statement of career interests and goals along with a recent resume. International students also must submit their TOEFL or IELTS academic exam score. LER requires that a student have at least 590 on the paper based TOEFL, 243 on the computer based TOEFL, or 96 on the internet based TOEFL and at least a 6.5 overall score on the IELTS with a score of 6 or higher in all subsections. However, the University has minimum standards for full admission which is a 3.0 grade point average on undergraduate work and a 613 PBT, 257 CBT or 103 iBT and greater than 6.5 overall score on the IELTS. Students who are below either of these requirements upon admittance will be placed on limited status. Additionally, international students must show proof of ability to support themselves, and must maintain F-1 or J-1 student visa status.

### Prerequisites

An introductory course in statistics is the only specific course required for admission to the School. Entering students who are deficient in the statistics prerequisite must remove this deficiency during the first semester of graduate work by taking a course in statistics on a noncredit basis. Students are strongly encouraged to enter the program having completed this requirement. If this requirement is not completed prior to admission the student may experience a delay in completing the program.

### Faculty Advisors and Registration

Available faculty members advise all incoming students on course selection for their first semester. Each student will select a permanent academic advisor after initial enrollment and prior to registration for the

next semester. The advisor helps in planning the student's entire program and helps to ensure normal progress toward completion of the degree requirements. After course selection, in conjunction with the academic advisor, students enroll in courses through the Banner registration system. After the advising session, a *Schedule Planning Form* indicating the courses selected for a given semester, and signed by the academic advisor, must be submitted to the Assistant Dean for Student Services and will be placed in the student's file.

Note: The only faculty member with authority to grant students a waiver out of any required course (LER 591, 593, and subject distribution requirements for the master's program) are the instructors in those required courses. In practice, that means that if a faculty member's advisee requests a waiver from a required course, the faculty member must direct the student to the instructor of that course, and the student's waiver request can be approved or denied only by the course instructor. All such waiver decisions must be reported in writing to the Assistant Dean for Student Services by the instructors using the appropriate waiver forms. Please see the staff in the main office for the required waiver forms.

### Enrollment Expectations

LER students that are holding a corporate or other fellowship/tuition scholarship or a Graduate College fellowship are expected to carry a full time load of at least 12 hours. Students that fail to comply with this requirement risk losing their fellowship/tuition scholarship. Additionally, those students awarded fellowships must get department and Graduate College approval to accept an additional assistantship or hourly position.

### Enrollment Limitations

LER students may register in no more than five courses (20 hours) per semester if they do not hold a University appointment (research assistant, teaching assistant, graduate assistant, or grad hourly). LER students may register in no more than four courses (16 hours) per semester when holding any University appointment of less than 50 percent time, and it is

recommended that they only take three courses (12 hours) per semester when holding a 50 percent or greater appointment. Exceptions to these enrollment limitations will be granted in consultation with the student's academic advisor.

### **Grades**

A cumulative grade point average of 3.0 on a 4.0 scale is required to qualify for the master's degree in human resources and industrial relations. Each semester, the Academic Affairs Committee will review every master's student's academic record.

Courses in which a student receives a grade of "D" will be included in the computation of the grade-point average, but these hours of credit will not be counted toward completion of the degree. In the case of a required course, the student must repeat the course and obtain a satisfactory grade.

An incomplete grade "I" is given when course requirements are incomplete at the conclusion of a semester. There should be an explicit agreement between faculty and student with regard to outstanding requirements and a time frame for their completion.

Any student who accumulates more than one "I" grade will be required to meet with the academic advisor who will review the incomplete courses and discuss a timetable to remedy the deficiencies. Faculty will note their recommendations in the student's file.

### **Credit/No-Credit Courses**

Most students will be better served by having graded rather than non-graded courses on their academic record. This is especially important for students who plan to apply either for financial aid or for admission to academic programs beyond the master's degree. However, LER students may take one class on a Credit/No-Credit basis. The Graduate College requires that a grade of at least "C-" be obtained in order to receive credit toward a graduate degree. This option may not be used for the two required courses – LER 591 and 593, or the four courses that are taken to satisfy the subject area distribution requirements. Additionally, students on limited status may not use this option until they achieve full graduate standing per Graduate College rules. Students may choose the

Credit/No-Credit option by filling out the required paper form, obtaining the academic advisor signature and submitting the form to the Graduate College by the deadline date for dropping a course. All academic deadlines are available on the Graduate College website under the Current Graduate College Academic Calendar:

<http://www.grad.illinois.edu/general/calendar/current>.

Students are responsible for knowing the appropriate deadlines for the semester and academic year.

Students who choose the no-credit option may change to a grade basis on the Credit/No Credit form. By using the Credit/No Credit option form found on the Graduate College website:

<http://www.grad.illinois.edu/forms/creditnocreditform.pdf>.

Please note: Students should not inform their professors that they are taking the class credit/no credit. This is to ensure that there are no grading biases.

### **Independent Study Course**

Students may take no more than two independent study courses during their time in the master's degree program for degree credit. Additionally, only one independent study can be taken in any given semester. Students wishing to enroll in an independent study must have the approval of their faculty advisor as well as the faculty member supervising the independent study. The student may have the same faculty member supervise two independent studies.

### **Internship for Credit**

Most LER students apply the principles of their course work as a learning experience in a workplace environment during a summer internship. In addition to this work experience, up to four (4) hours of academic credit may be earned as LER 590, Individual Topics, for internship participation upon: 1) prior agreement between the student and supervising professor; and 2) student preparation of a substantial analytical paper dealing with the internship experience which is acceptable to the supervising professor. (The written product should require effort equivalent to a regular one-semester 500-level course; it cannot be just a "diary" of the internship experience). The student may elect either a grade or the Credit/No-Credit option, if they have not already taken two courses for Credit/No-Credit.

Please note: International students must enroll in LER 580 for 0 hours during their internship in order to qualify for the Curriculum Practical Training (CPT). International students should contact the Office of International Student and Scholar Services for information about the CPT and also the Optional Practical Training (OPT). LER 580 Internship is the appropriate course for those that have applied and been granted the CPT. This course is for 0 hours and enrollment during the summer term is required for international students that are on an F-1 visa. The Assistant Dean for Student Services will help prepare the paperwork necessary for all International Students.

### **Taking Courses in Other Units**

Courses that LER students may take for degree program credit are listed in Appendix I. A student may enroll in other UIUC courses not listed in Appendix I if the following requirements are met: (1) course must be a 400- or 500-level course, (2) the requesting student must demonstrate that each non-listed course is professionally relevant to their program of study, (3) these requests must be approved by the student's faculty advisor and the Academic Affairs Committee, (4) no student will be allowed to obtain degree program credit for more than three such non-listed courses, and (5) this option applies only to elective courses (this option cannot be used to waive any degree program requirements). Students who have obtained approval from their faculty advisor, must provide the Assistant Dean for Student Services with the syllabus and written rationale for each course. The Assistant Dean for Student Services will then submit the request to the Academic Affairs Committee for a final decision.

### **Limited Status**

Students on limited status for any reason are on probation and will be expected to remove themselves from limited status (i.e., achieve "full graduate standing") according to the requirements specified below. The failure of a limited status student to remove him/herself from limited status within the specified period will result in the student's dismissal from the program.

### ***Full-time students admitted on limited status.***

Each student admitted on limited status who enrolls on a full-time basis will have his/her first semester performance assessed by the Academic Affairs Committee. The student will be dismissed from the program if any of the following occur during the first semester: (1) the student fails to timely complete four classes (16 hours) on a graded basis, (2) the student receives more than one grade below "B-", or (3) the student's grade point average (GPA) is less than 3.0.

### ***Part-time students admitted on limited status.***

Limited status students must take and complete four classes (16 hours) per semester unless they are approved by the Academic Affairs Committee to enroll on a part-time basis. Any limited status student seeking such part-time status must petition the Committee in writing for part-time status. Any limited status student enrolled on a part-time basis must enter into a written agreement with his/her faculty advisor at the start of their first semester that requires that four courses be completed by a specific date. If the student does not complete four graded classes (16 hours) by the specified target date with at least a 3.0 GPA, or if the student receives more than one grade below a "B-" during this period, the student will be dismissed from the program.

### ***International Students admitted on limited status due to an English language deficiency.***

International students scoring below a 613 on the written TOEFL test, below a 257 on the computerized version of the TOEFL test, or below a 103 on the internet based test, or have below 6.5 overall score or a subsection below 6.0 on the IELTS are automatically placed on limited status by campus policy. Upon arrival on campus, they are required to take the English Placement Test ("EPT") offered by the Division of English as an International Language (DEIL). In order to be removed from limited status an international student must: (1) take the EPT course upon arrival to campus, and (2) successfully enroll in and pass all required English as a Second Language

(“ESL”) coursework prescribed on the basis of that test during their first semester and any additional required semesters. Requirement to enroll in English as a Second Language course(s) may reduce the number of academic courses a student may take. The grades achieved in these courses do not count towards the MHRIR GPA.

***Students admitted on limited status due to no comparable Bachelor’s degree.***

Students that are admitted with no comparable bachelor’s degree must meet the 3.0 GPA requirement during their first semester in the LER program. If they fail to meet this threshold, they will be dismissed from the program.

***Full graduate standing students that are placed on limited status.***

A student admitted/enrolled with full graduate standing whose performance in any semester places them on limited status, must remove themselves from limited status during the following semester. The student’s failure to remove her/himself from limited status during this following semester (i.e., failure to raise her/his cumulative GPA to at least a 3.0) will result in the student’s dismissal from the program.

LER and our students must comply with all the rules regarding academic standing outlined by the Graduate College. These rules and policies can be found in The Graduate College handbook and specifically in Chapter III: Academic Record:  
<http://www.grad.illinois.edu/gradhandbook/chapteriii/section02>.

The intent expressed in this section is that students on limited status must remove themselves from limited status within the specified time periods (which is one semester for full-time students) or be dismissed from the program. The performance of limited status students will be assessed by the Academic Affairs Committee. The Committee may recommend to the Dean exceptions to these rules only in compelling academic circumstances. Any such Committee

recommendations must include the reasons for the recommendation and any conditions the Committee believes should be imposed upon the student being recommended for an exception.

Students who wish to appeal their dismissal must petition the Dean in writing, for readmission. The Dean must receive the appeal within 30 calendar days of the date on the dismissal letter sent to the student. This petition shall specify the reasons why the student believes the School’s dismissal decision should be reversed. The Dean will then appoint a committee to review the student’s petition. If this petition is approved by the School, the student must then file a Graduate Student Petition with the Graduate College.

If the Graduate College approves the petition and the student is readmitted, the student will continue in the program on limited status. It should be noted that the Graduate College has the final authority on readmission cases. LER can recommend that a dismissed student be reinstated, but the Graduate College has the final decision. The student must remove themselves from limited status the following semester or they will be dismissed from the program and will not be allowed to petition for readmission again.

Graduate College policy allows units to award graduate degrees only when the student has achieved at least a 3.0 GPA upon completion of their graduate program. It is LER policy to strictly comply with this Graduate College requirement.

**Degree Completion Deadline**

A candidate for the master's degree must complete all requirements for that degree within five calendar years after the first registration date in the Graduate College. Domestic students who have not registered for more than one calendar year and International students who have a one-semester lapse, not including summer, must submit a Graduate Student Petition requesting re-entry to the Graduate College.

At the time the petition is filed, if the five-year time limit has been exceeded, justification for the delay in completing degree requirements will be required. The petition must be reviewed and approved by the LER Academic Affairs Committee. Once approved, the

petition will be forwarded onto the Graduate College for final approval.

## **M.H.R.I.R. PROGRAM OPTIONS AND REQUIREMENTS**

### **Master of Human Resources and Industrial Relations: Non-Thesis Option**

Forty-eight hours are required for the MHRIR degree. Two required courses include LER 591 (Employment Relations Systems) and LER 593 (Quantitative Methods). Also required is a choice of one course from each of the four subject distribution areas (listed in Table 1) and a minimum of six elective courses.

### **Master of Human Resources and Industrial Relations: Thesis Option**

Requirements for completion of the thesis option include 40 hours of coursework and eight hours of thesis credit. Two required courses include LER 591 (Employment Relations Systems) and LER 593 (Quantitative Methods). Also required is a choice of one course from each of the four subject distribution areas, a minimum of four electives, and eight hours of thesis credit for a total of 48 hours. The student is required to present a final oral-exam thesis defense and must meet all deposit requirements set by the Thesis Office of the Graduate College.

The thesis option is limited (through the advising system) to students who, in the opinion of their advisors, have adequate preparation and are sufficiently motivated to see a research project through to completion in a normal period of time (three semesters or two semesters and a summer). Students who have not selected a thesis topic and obtained the approval of the thesis advisor by the end of their first semester's work will ordinarily be advised to follow the non-thesis program. Thesis advisors are not assigned. Students may ask any faculty member to supervise a thesis.

The thesis advisor ordinarily chairs the Examining Committee. The Dean appoints the remaining members with the advice of the Chairperson. Consultation with the student in the selection of the committee is considered appropriate. The Examining Committee shall consist of three members, with a minimum of two being LER faculty. When the

advisor has approved the thesis, a readable draft should be submitted to other members of the committee at least a week in advance of the scheduled oral. The purpose of the oral examination is to defend the thesis and to guide the student in revisions if necessary. Final revisions and typing are done after the oral examination; therefore, the student should allow ample time for this procedure. Deadlines for submitting a thesis to the Graduate College for approval are listed in the Graduate College calendar. Information on thesis format, typing instructions, and procedures for approval are available in the Graduate College Thesis Office or online at the Graduate College website: <http://www.grad.illinois.edu/step-1-development>.

### **M.H.R.I.R. or A.M. Degree Completion Option**

As a result of the LER master's degree program change in 1997, some students that left the School without completing their tutorial (ABT) can return to take three additional courses (12 hours minimum) and complete the MHRIR degree. Students must petition the Graduate College for the degree program change and the LER Academic Affairs Committee must approve all petitions. If the 5-year registration deadline in the Graduate College has been exceeded, the student must also petition the Graduate College to have all previous coursework completed in the LER program to count towards the new degree. The School will accept no more than five such students per semester who will be re-enrolling in the new degree program. These students will be ineligible for School financial aid, must accept the "F by rule" grade in LER 494 on their transcript, and complete 12 hours to be awarded the MHRIR degree. One of these three courses must be an LER course. Any non LER course must be approved by the LER Academic Affairs Committee.

Alternatively, these students may complete their tutorial and be awarded the A.M. degree under the former master's program requirements (10 units/40 hours). These students must petition for a time extension in the Graduate College and must also petition the Graduate College to have all previous coursework in the LER program counted towards their degree. Again, the LER Academic Affairs Committee must approve all petitions to the Graduate College.

### **Joint Master of Human Resources and Industrial Relations and Juris Doctorate Program Option**

Joint degree candidates admitted to the College of Law and the School will usually enroll and start the joint degree program in the first-year law curriculum. However, if they matriculate in the second semester of any academic year, they take the initial semester's work in human resources and industrial relations and then enroll in the first-year law curriculum in the following academic year. The College of Law will only accept students for the joint degree program that are currently in the LER program if, and only if, they will complete 16 hours of LER coursework after their official entry into the joint degree program. Candidates should consult the College of Law concerning any additional law requirements.

Joint degree candidates preferably will apply and be admitted to the College of Law and to the School of Labor and Employment Relations simultaneously, although the School will consider applications for the joint degree program from currently enrolled first-year or second-year law students provided such joint degree applications are timely filed with the School. Once a candidate has been accepted into both programs, the student must submit a Graduate College petition with LER and Law approvals affixed, asking for formal admission to the joint program. The Dean of the Graduate College or his/her designee must approve the petition.

A student in the joint degree program will register in the Law curriculum for five semesters and the LER curriculum for two semesters. Students enrolled in the joint M.H.R.I.R./J.D. degree program must complete 74 hours of coursework in the College of Law. Additionally, students must complete 36 hours of coursework in LER which includes two required courses (LER 591 Employment Relations Systems and LER 593 Quantitative Methods), the subject distribution requirements as specified in the master's curriculum and the labor and employment law requirement.

Effective fall 2002, this requirement may be met by taking one of the following classes: LER 457/Law 662 (Labor Law I), Law 664 (Employment Discrimination Law), LER 522 (Government Regulation) or LER 590E (Government Regulation and Employment Law). If

Law 662 or Law 664 is taken as a Law course, then students must take one additional LER elective course.

For students enrolled in the joint degree program, the College of Law will not recognize any elective courses in other departments or colleges of the University in addition to the work towards the M.H.R.I.R. degree.

The joint M.H.R.I.R./J.D. program usually takes seven semesters to complete. In total, 110 hours are required for graduation. All requirements must be met and both degrees must be awarded concurrently under the joint program.

### **Joint Master of Human Resources and Industrial Relations and Master in Business Administration Program Option**

The objective of the joint M.H.R.I.R./M.B.A. degree is to combine the interdisciplinary philosophy of the School with the business training of the MBA in order to prepare graduates for the challenges of managing the employment relationship.

Students who wish to pursue a joint degree through the LER and MBA programs must fulfill each program's admission requirements. Applicants will be evaluated for admission and financial aid separately by each program. If an applicant is accepted into both the LER and MBA programs, the student must submit a Graduate College petition with LER and MBA approvals affixed, asking for formal admission to the joint program. The dean of the Graduate College or his/her designee must approve the petition.

A student in the joint degree program will register in the MBA curriculum for three semesters and the LER curriculum for two semesters. Students may not apply for the joint degree program if they have already completed all requirements for either degree. Students enrolled in the joint M.H.R.I.R./M.B.A. degree program must complete 40 hours of MBA coursework in the first two semesters and 20 additional hours which fulfill the MBA concentration and elective requirements. Courses are selected in consultation with the advisor associated with the student's selected concentration. Additionally, students must complete 36 hours of coursework in LER which includes two required courses (LER 591 Employment Relations Systems and LER 593

Quantitative Methods) as well as the subject distribution requirements as specified in the master's curriculum.

The joint M.H.R.I.R./M.B.A. program usually takes five semesters to complete. In total, 96 hours are required for graduation. All requirements must be met and both degrees must be awarded concurrently under the joint program.

***A summary of the MHRIR program options and requirements can be found in Table 1, subject distribution requirements in Table 2, and LER approved courses in Table 3.***

## CAREER PLACEMENT

Career Services advises and assists LER students and alumni in identifying career objectives, job search strategies, and career alternatives. Career development workshops are held throughout the semester on various topics such as business etiquette, networking, giving and receiving feedback, union negotiations, and more to prepare students for their role in the workplace. Lastly, LER Career Services coordinates on-campus interview schedules for employers that are hiring for internship and full time HR and Labor Relations positions. On-campus recruiting typically takes place in the months of October and February.

LER Career Services is part of the University's Illini NACELink Network collaboration which includes multiple career services offices across campus. The universal career services management system utilized by the Illini NACELink Network can be accessed from any computer with internet connection. The URL to access I-Link for LER is: <https://i-link-illinois-csm.symplicity.com>. Registered students will have the ability to participate in on-campus recruiting, search for internship and full-time job postings, and view a comprehensive calendar of events and recruiting activities.

LER Career Services has a strong networking relationship with alumni and employers, providing them with quality HR and Labor Relations talent. A placement report is produced annually and distributed to multiple networks as well as posted online. While

LER Career Services provides such opportunities, it is still your responsibility to actively participate in your job search and take advantage of the resources offered.

## DOCTORAL PROGRAM

### Overview

Most Ph.D. programs, like LER's program, are designed to train students for academic careers at research-oriented universities. As a result, our doctoral program emphasizes training that enables students to conduct rigorous research for dissemination in refereed, scholarly journals. The initial phase of Ph.D. programs emphasize course and seminar work on a formal basis. At the same time, we expect students to actively seek out opportunities to assist or collaborate with faculty members and doctoral student colleagues on research projects. Although the Handbook does not specify this expectation as a formal program requirement, getting involved in research clearly is the norm in top-flight Ph.D. programs across the United States. While it is true that students can learn quite a bit about research from books and articles, there is no better way to learn the art and science of conducting sound research than by doing. Many of your research experiences may provide such opportunities. Do not limit yourselves to conducting research through research assistantships only. In fact, we encourage you to visit with faculty from time to time to discuss research ideas that you have or to inquire about faculty research projects in which you may be interested. Take the initiative to get involved.

### Admission

Due to course sequencing, admission will occur during the fall semester only (this excludes internal applicants).

### Terms of Reference

- The School's program is clearly distinguishable from conventional departmental programs with a field of labor and industrial relations.
- The central emphasis of this program is on human resource and industrial relations systems and on problems in employment relations that can be fruitfully analyzed with a multidisciplinary approach.

- Top priority is given to training in research competence and the writing of analytical papers of publishable quality.

### **Faculty Advisors**

Each Ph.D. candidate will meet with their individual faculty advisor and the Ph.D. Advisory Committee each semester prior to registration. Each student's program of study will be determined in consultation with the Ph.D. Advisory Committee. The committee's review of course selection will insure compliance with sequence requirements and normal progress toward the degree.

### **Teaching**

Although LER has no teaching requirement, teaching experience is an important part of doctoral education and is strongly recommended for doctoral students intending to pursue an academic career.

### **Grades**

Grade requirements for Ph.D. students are similar to those for Master's students with the following exception: "successful completion" of units of course work for the Ph.D. is defined as achieving a grade of "B" or better in a graded course, "credit" in a credit/no credit course, or "satisfactory" in a satisfactory/unsatisfactory course. If a Ph.D. student receives a "C" grade or lower in a required course, the Ph.D. Advisory Committee will typically require the student to retake the course or its equivalent.

### **Credit/No Credit Courses**

Doctoral students are permitted to take up to three elective courses on a Credit/No-Credit basis, except that this option cannot be used for the required courses in methodology, statistics, and theory (including IR/HR theory and theory in a discipline). A grade of no lower than "C-" is required in order to receive credit. However, doctoral students are encouraged not to take courses on a Credit/No-Credit basis.

### **Degree Completion Deadline**

Students admitted directly to the Ph.D. program upon completion of their Bachelor's degree are required to complete their Master's degree within four semesters of initial enrollment in the School. Failure to do so will result in removal from the Ph.D. program.

Doctoral candidates must complete all requirements for the Ph.D. within six calendar years if they enter with a master's degree and seven calendar years if they enter with only a bachelor's degree, after the first registration date in the Graduate College.

## **Ph.D. PROGRAM REQUIREMENTS**

Students will be required to successfully complete 48-64 hours of course work (beyond the baccalaureate), including work in research methods, statistics, theory, and the principal content areas of industrial relations, human resources management, and labor economics that comprises the common body of knowledge in which all Ph.D. students must demonstrate competency.

### **Industrial Relations/Human Resources Theory**

Two theory courses are required in industrial relations and human resources (LER 556 and LER 557). To contribute to the "common body of knowledge" in industrial relations, each student will also be required to take labor economics (LER 540 or LER 541 or LER 545) and collective bargaining (LER 542).

The two basic industrial relations/human resources theory courses and the "common body of knowledge" courses should be taken as early as possible.

### **Statistics and Research Methods**

Each student, after consultation with an advisor(s) will present a proposed statistics sequence to the Ph.D. Advisory Committee for approval. This program, at a minimum, will include one year of statistics at the 400- or 500-level and, depending on the student's background and program objectives, may also include advanced statistics, mathematics, and foreign language or computer science.

Courses that satisfy the required statistics sequence are illustrated in Table 5. The Ph.D. Advisory Committee may waive the statistics requirement for a student who has had extensive mathematical background and/or advanced statistics.

General topics in research methodology are incorporated into the course work in Industrial Relations/Human Resources Theory. In addition to the HR/IR theory courses, all LER Ph.D. students are

required to take one year of research methods consisting of LER 559 Micro Research Methods and LER 590 X Macro Research Methods. LER 556 and 557 will be offered every other year and LER 559 and 590 X will be offered in the opposite years.

The required statistics and research methods coursework should be completed as early as possible. Students are also encouraged to acquire expertise in the use of the computer and should be able to prepare data input to standard programs.

### **Second Year Paper**

The second year paper has been adopted in lieu of the Comprehensive HR/IR Theory Exam. By July 15<sup>th</sup> of their second year in the program students will complete a second year research paper.

The second year paper must be approved by an Advisor and one other faculty member who will serve as a 'Reader'. Presenting this paper at the Fall 558 is a requirement and submitting it to a conference (e.g., AOM, SIOP or LERA) is a strong expectation.

### **Broad Guidelines for the Paper:**

It is expected that students will work closely with their advisors to determine the specific topic, scope, and methodology used in the paper. The paper has to demonstrate the student's overall grasp of a specific research area as well as methodological competency. The paper may employ field based, experimental, quasi-experimental, computer simulation, mathematical modeling, meta-analytic, or qualitative methodological techniques. Students may rely on primary or archival data or on existing databases. The student is required to be the lead researcher and the research project should be non-redundant relative to any Research Assistance provided by the student in this time frame. The advisor and reader will be required to sign off that the student has played the lead/primary role on the paper.

Funding for the third year is contingent on successful completion of this second year paper. Failure to complete the second year paper by the July 15<sup>th</sup> deadline will likely jeopardize funding and standing in the program.

### **Course Related Requirements**

Ph.D. students are required to take LER 542 and LER 545 (or LER 540/LER 541). For LER 542 and LER 545/LER 540/LER 541, there will be an additional paper assignment for Ph.D. students only. The paper serves as a Ph.D. program requirement and will not affect the grade in the course. In other words, the student will take the course and the grade received will reflect performance in class, the criteria for which is no different from other MHRIR students taking the course. However, Ph.D. students require in-depth knowledge in these two areas and will work with the instructor of the course on an additional paper associated with the course. These additional paper requirements are not meant to be of the same scope as the Second Year Paper. The faculty teaching the course will determine the nature of the paper assignment and will ensure that the student has submitted the assignment by February 1<sup>st</sup> or July 1<sup>st</sup> following the course. Failure to meet these required deadlines may impact funding and standing in the Ph.D. program.

### **Area of Specialization**

A Ph.D. candidate, in consultation with their faculty advisor, will select an area of specialization from within the following three sectors: 1) Human Resources Management, 2) Industrial Relations Systems and Public Policy, or 3) Wages, Labor Market Behavior, and Income Security. The area of specialization should be chosen as early as possible and must relate to more than one discipline and be considerably broader than the proposed thesis topic. Examples of recent choices for areas of specialization are listed in Table 7.

### **Major Discipline**

Ordinarily, the student must acquire competence in a major discipline that contributes to the field of human resources and industrial relations. The student's entire academic background and proposed courses will be diagnosed for adequacy with respect to the area of specialization. Ideally, "adequate" preparation in a discipline involves sufficient exposure to its basic theory and research methodology to enable the student to make substantial inputs into HR/IR research and teaching. At least eight hours of basic theory in the discipline are normally expected.

Recommended courses to satisfy this theory requirement are listed in Appendix II.

### **Related Courses**

At least two interrelated courses (8 hours) bearing on the area of specialization other than the selected major discipline must be taken. LER courses other than those required for coursework completion (LER 556, 557, 542, 545, 559, and 590 X) are eligible for this section.

If candidates desire to change their areas of specialization prior to the Area of Specialization Examination, they must review with the Ph.D. Advisory Committee their entire programs to ascertain that their courses are adequately related to the new area of specialization.

### **LER 558/Faculty-Student Workshop**

Each semester in residence, the doctoral student must enroll in LER 558 (0 units), although no credit is given for this workshop. Attendance at 558 seminars is mandatory for obtaining a 'Satisfactory' grade. A sign-up sheet will be passed around during the 558s and is due to the 558 Chair. If students are unable to make a non-Friday seminar due to a class conflict or personal emergency they will need to inform the 558 Chair.

The workshop gives Ph.D. students an understanding of specific research approaches and techniques in the various areas of industrial relations and related disciplines. It presents an opportunity to get beyond the structure and confines of classroom work through faculty and student presentations and discussions. The multidisciplinary nature of industrial relations is displayed through participation of faculty from allied departments.

At least two student-led forums, as determined by the student's stage in the doctoral program, are required for earning the Ph.D. With the introduction of the Second Year paper, Ph.D. students must now present their paper in the Fall LER 558 of their third year and this will be the first of two required LER 558 presentations. Additional talks in "LER 558 Discussion" can be presented by a student at any other time in the doctoral program. This could involve an exchange of ideas among Ph.D. students and faculty on topics related to the field of labor and industrial

relations, including collective bargaining, human resources management, and labor economics. Ph.D. candidates who are in the process of developing dissertation topics, but who have not successfully defended a dissertation proposal, conduct a discussion with other Ph.D. students and faculty members on their interests. One objective is to have students share their interests with faculty and peers in exchange for constructive input. Another objective is to have participants raise a set of critical concerns they may have about a particular topic relating to theoretical development of the topic or research design issues. It is not required that the students present these discussions, but it is encouraged.

The second required "LER 558 Presentation" will take place after the dissertation committee has accepted the student's dissertation proposal. It involves a structured talk on a well-developed work-in-progress or completed research with constructive comments from audience members about the format and content of the presentation. A Ph.D. candidate would present his or her dissertation proposal, dissertation preliminary results, or completed dissertation to the students and faculty. This type of interaction should provide a student with the opportunity to demonstrate expertise on a particular topic to the School community, and serve as a "dress rehearsal" for an academic job presentation.

LER 558 will be coordinated by a faculty committee who is appointed by the School's Dean each academic year and a Ph.D. student elected by one's peers for the same period. These coordinators will share responsibility for setting the schedule for meetings and presentations. They will integrate their efforts to invite members of the LER faculty and those from allied departments to make presentations or participate as audience members. Leading scholars from other institution are frequently brought in as they visit campus to discuss their work.

LER 558 seminars are characterized as collegial and collaborative with liberal elements of constructive criticism and developmental commentary. Students are encouraged to make additional presentations on other research topics beyond the two required.

## Foreign Languages

The School has no foreign language requirements except for candidates who elect to work in fields that require such competence. Language requirements will be determined on an individual basis in consultation with the Ph.D. Advisory Committee.

## Master's-Ph.D. Program

Through the Master's-Ph.D. program, a student can be directly admitted to the Ph.D. program with a Bachelor's degree. The Master's-Ph.D. program involves completion of Master's degree requirements in a manner tailored to facilitate the eventual satisfaction of Ph.D. requirements.

In contrast to the Master's degree, the Master's-Ph.D. program requires a year of industrial relations theory and human resources theory (LER 556 and 557), compared to the one semester (LER 591) for the master's degree, and a year of quantitative methods in the major discipline, compared to the one semester (LER 593) for the master's degree. Instead of fulfilling the subject area distribution requirements required for master's students, Ph.D. students will take at least one course in labor economics, collective bargaining, and will choose additional appropriate electives in consultation with the School's Ph.D. Advisory Committee. The Master's-Ph.D. program requires that at least two of the five electives must be LER courses. The Ph.D. Advisory Committee meets twice a year with each student to approve his/her program and monitor the student's progress. In this way, many of the Ph.D. course requirements may be satisfied in the process of completing the Master's degree.

Effective Fall 2011, the Ph.D. Advisory Committee outlined changes to the Ph.D. curriculum and program and these changes were approved by the faculty. In addition to the second year paper, a Structured Timeline for Goals in the Program was adopted. All funding is contingent on meeting the goals outlined below under a five-year funding plan.

## Timeline for the Ph.D. Program and Related Advisory Committee Meetings

1. Fall Ph.D. advisory meeting for First Year Students: The importance of relationship to advisor, identifying an advisor early, and the process of preliminary review of goals will be

discussed. Students will sign up for Fall classes and discuss possible classes for Spring.

2. Spring Ph.D. advisory meeting for First Year Students: Annual evaluation forms from advisors are due. Students must have formalized an advisor who has agreed to work with them on the Second Year Paper. Fall course options will be discussed.
3. Fall Ph.D. advisory Meeting for Second Year Students: Preliminary review of annual goals will take place. Reader for second year paper must be finalized. Spring course options will be discussed.
4. Spring Ph.D. advisory meeting for Second Year Students: Annual evaluation forms from advisors and progress reports on Second Year Paper are due. Second Year Paper is due by July 15<sup>th</sup> and funding for the Fall is contingent on the paper being completed by this date. Date for 558 in the Fall will be discussed. Any additional courses needed to finish requirements or supplementary coursework (not required) will also be discussed.
5. Fall Ph.D. advisory meeting for Third Year Students: The date of the Area of Specialization exam and committee members for the exam should be finalized. The Specialization exam is to be taken by August of the third year. Passing the exam is a requirement for fourth year funding. First LER 558 based on the Second Year Paper will take place this fall. Additional coursework (if any) may be discussed.
6. Spring Ph.D. advisory meeting for Third Year Students: Annual evaluation forms from advisors are due. Committee will follow up on date of the Area of Specialization Exam (has it been completed, when is it scheduled for, etc.). Preliminary requirements for faculty members (according to the Graduate College) and possible dates for proposal defense will also be discussed.
7. Fall Ph.D. advisory meeting for Fourth Year Students: Dissertation proposals must be defended by May 15<sup>th</sup> of the fourth year in the program. Four committee members must be identified by this meeting. Proposal defense date must be set by February 1<sup>st</sup>.
8. Spring Ph.D. advisory meeting for Fourth Year Students: Annual evaluation forms from advisors are due. Job market plans will be discussed as well dates for the LER 558 in the fall (practice job talk). Funding for fifth year is available if student has met all previous milestones. Summer of fourth

year should be allocated for dissertation completion.

9. Fall Ph.D. advisory meeting for Fifth Year Students: Students' plan for being on job market, final defense date, and date for the 'job talk' 558 (if not yet completed) will be discussed.
10. Spring Ph.D. advisory meeting for Fifth Year Students: Annual evaluation forms from advisors are due. Final dissertation defense date and date for graduation in May or August and campus/job talk visits will be discussed.
11. There will be no funding for sixth and subsequent years—unless the committee sees a need and progress was halted for a legitimate reason. In these cases we may be able to provide a tuition and service fee waiver.

*A summary of the Ph.D. course requirements can be found in Table 4, suggested courses that satisfy doctoral requirements in Table 5, suggested areas of specialization in Table 6, and illustrative areas of specialization in Table 7.*

## EXAMINATIONS

### Area of Specialization Examination

The Area of Specialization is a written qualifying examination covering the discipline and courses selected by the student in relation to the area of specialization. The School Dean upon consultation with the Ph.D. Advisory Committee appoints a three-member examining committee. Normally the student's (expected) thesis advisor will serve as chairperson of the exam committee. The members of this examining committee shall meet with the student to determine content and coverage of the exam.

The exam will consist of three parts. Each part will be written by a member of the examining committee. The student will be required to sit for this exam for a maximum of six hours. Upon completion of the exam, the Assistant Dean for Student Services will collect and disseminate to the appropriate faculty on the committee. The committee will review the exam and determine if the student has passed. It is possible that a student will not pass all sections of the exam. It is up to the author of the question, in consultation with the Committee chair to determine the appropriate action. This may include sitting for the

entire exam again, redoing one section as a retake, or failing the exam. This exam should be taken by August of the third year as outlined in the timeline for the Ph.D. program.

### Dissertation Committee Guidelines

Graduate College guidelines and requirements define the composition of a doctoral examining committee, both preliminary and final. Specifically, these policies are as follows:

1. The committee must include at least four voting members, three of whom are members of the Graduate Faculty and at least two members must be tenured.
2. The chair must be a member of the Graduate Faculty.
3. Faculty emeriti who are still members of the Graduate Faculty may chair doctoral committees.
4. Non-voting members may be appointed such as an external reader, an off-campus member of the faculty, or others who can make a significant contribution to the research (a brief description of qualification and justification for each non-Graduate Faculty member must be provided on the appointment form). It is recommended that a contingent chair be designated to serve in case the chair resigns, retires, or is otherwise not able to serve as chairperson.

All voting members of a dissertation committee must be present at the final exam or participate in the exam via appropriate electronic communication technology. As of fall 2012, the Graduate College requires the Dissertation Committee Chairperson to be present, in person, for the preliminary and final exam. They are not permitted to participate via electronic communication technology. A unanimous vote is required to determine the result of the final examination, which is recorded on the Certificate of Result and signed by the voting members of the committee. There may also be non-voting committee members, such as an external reader, a UIUC faculty member who is off-campus, or others who can make a significant contribution to the research and assessment of the dissertation. Non-voting members need not be present at the final examination. The committee members and the department head must also sign the

Final Exam Result (FER) form and this must be deposited with the final dissertation.

### **Preliminary Examination**

By May 15<sup>th</sup> of the fourth year, candidates shall have completed the preliminary exam. The proposal defense date should be set by February 1<sup>st</sup> of the fourth year. (Please refer to the Ph.D. timeline above.)

Students, in consultation with their advisor, must select a dissertation committee and it must consist of four or more members (including the advisor as its chairperson—refer to the Dissertation Committee guidelines above). It is expected, but not required, that the Area of Specialization Committee members will be a part of the preliminary and final examining committee. At the fall fourth year Ph.D. advisory meeting, the student shall submit a brief statement of their thesis problem(s), not to exceed two pages, and the names of the members of their thesis committee. The Ph.D. Advisory Committee shall then consult with the candidate and with the approval of the dissertation Chair, recommend a thesis committee to the School Dean. All members of the doctoral dissertation committee are expected to have appropriate doctoral degrees. The Dean must approve the members of all doctoral dissertation committees.

It is the responsibility of the Ph.D. candidate to keep the dissertation committee informed of the progress and substance of the dissertation. On occasion, students have deviated significantly from the proposal accepted by the dissertation committee. It is the responsibility of the candidate to inform the dissertation committee of proposed changes. Failure to do so could place the candidate in the position of not having fulfilled the requirements for the dissertation and could jeopardize funding.

No exceptions will be made in the timing or the order of examinations except in extraordinary circumstances.

### **FINANCIAL ASSISTANCE AND AWARDS**

A number of financial aid packages are available from LER and the University of Illinois. The School's Dean and the Admissions and Financial Aid Committee select financial aid recipients on the basis of an admissions rating system which is based on the

candidate's record. These awards are created to facilitate the recruitment of the most qualified master's students to the School. All doctoral students will receive a full financial aid packet. A typical financial aid offer for a doctoral student couples a research assistantship with a fellowship stipend and includes a waiver of tuition (resident or non-resident) and a service fee waiver. Typically, financial aid for MHRIR students is a tuition scholarship or fellowships for the top candidates. Scholarships and fellowships are sponsored by various organizations, corporations, and alumni funds, and some are designated for students in a particular area of interest or from a minority group. Corporate scholarships are tuition scholarships that are applied directly to your tuition bill. Endowed fellowships are combined with tuition and fee waivers from the School, usually two semesters. School research assistantships are funded mainly from the School's operating budget, supplemented by funds from external contracts and grants. Financial aid and employment opportunities across the University of Illinois at Urbana-Champaign campus are available through the Office of Student Financial Aid. See [www.ofsa.illinois.edu](http://www.ofsa.illinois.edu) for more information. When seeking financial aid outside the School, apply directly to the unit that might have an interest in your specific skills. The Graduate College also provides an assistantship clearinghouse that posts graduate hourly positions and graduate assistantships. See <http://www.grad.illinois.edu/clearinghouse/> for more information.

Master's students who hold assistantships in other campus academic or administrative units typically will not receive a waiver of tuition and the service fee. The School will seek reimbursement for the value of any tuition waived on the part of a student enrolled in the LER curriculum but working for another unit. Information and Guidelines for the Tuition Waiver Policy can be found in the Graduate College Handbook: <http://www.grad.illinois.edu/gradhandbook/chaptervii/section04>

### **Fellowships and Tuition and Fee Waivers**

Fellowships and tuition and fee waivers provide aid on the basis of academic merit. Eligibility for some fellowships may be limited to specific groups (e.g., by minority status or geographic designation); however,

within such constraints, awards also are determined by merit. The Admissions and Financial Aid Committee reviews the academic records of eligible students and forwards its recommendations to the Dean for his/her consideration.

### **Research Assistantships**

Two criteria are used when awarding research assistantships: academic merit and the needs of the research program. The Ph.D. Advisory Committee provides the Dean with a ranked list of individuals on the basis of academic merit. Ordinarily the research needs of the faculty are sufficiently diverse to encompass the list of recommended nominees. When this is not possible, research needs take precedence. On rare occasions special requirements (e.g., foreign language facility) have resulted in appointments of students from other departments. Similarly, other departments appoint LER students to research or teaching assistantships which they cannot fill from among their own students.

### **Financial Aid Appointments**

Newly matriculated students ordinarily can expect to receive aid at a level consistent with their original appointment for the following time periods: two semesters for master's students and, five years for doctoral students. The components of the aid package (assistantship, fellowship, tuition waiver) may vary between appointments. In addition, upon recommendation of the Ph.D. Advisory Committee, the Dean may increase doctoral student aid by one year. This recommendation will be based on a study plan that includes independent research leading to publishable output. This independent research requires enrollment in LER 590 during the time the research is being completed.

On a very limited basis, continuing students may be awarded financial aid for the first time in their second or subsequent semesters and will receive a definite-term appointment with no commitment for renewal. This permits the utilization of funds that are available only on a short-term basis. It also reflects the importance to the School as an institution and to its graduates of using these very limited resources to recruit highly qualified new students.

The continuation of all financial aid appointments is subject to the recipient making satisfactory progress toward his or her degree and, in the case of graduate assistants, to satisfactory performance as a research or teaching assistant.

A very small number of summer research assistantships may be made to meet special program or research needs. There is no open competition for these appointments.

Additional assistantships or hourly appointments may be funded by outside grants or contracts. Faculty members securing these funds require the flexibility to hire those students who best meet the needs of their projects. However, they are encouraged to review the recommendations of the Admissions and Financial Aid Committee before making hiring decisions.

If a student receives a Graduate College fellowship, Graduate College permission is required for concurrent employment of any type. Additionally, if a student receives a fellowship from LER, they must obtain School permission for concurrent employment of any type. The concurrent appointment will be approved only if the student is maintaining good grades and making satisfactory progress in the program. If at any time an additional appointment starts to affect the student's progress, the student will be required to resign the other appointment or risk losing the School funding.

### **The James D. Dilorio Student Assistance Award**

The James D. Dilorio Student Assistance Award is available to full-time graduate students in an LER degree program that are currently in good academic standing. The purpose of this award is to help a student who has unanticipated funding problems that jeopardize completion of their degree program.

Students interested in applying for this award must submit a letter of application, including an explanation of the student's circumstances, the amount of funding requested, and why this funding is necessary for the student to make continued progress in their degree program. Additionally, the student will be required to submit a related financial questionnaire. There is no deadline for application submission. Award amounts will depend upon the amount requested, the

circumstances present in each case, and the amount of funding available.

This award has been established by Dorothy C. DiIorio in loving memory of her late husband James D. DiIorio. James D. DiIorio earned his master's degree from the School in 1954. His strong belief in education, and his high priority for helping those in need, led to this award being established to provide financial aid to LER students. Please see the Assistant Dean for Student Services for more information.

### **Vijay Kalagara International Student Book Scholarship**

When alumnus Vijay Kalagara (MHRIR '07) graduated, he understood that what he most valued from his educational experience at LER was access to opportunity. In that spirit, Vijay's \$1 a day pledge (with a 1:1 match from his employer) is allowing him to provide the same access to future international LER students.

Each fall, the Assistant Dean for Student Services will solicit applications for this book scholarship from eligible international students. All applications will be reviewed by an appointed committee and pending qualified applications are submitted, at least one \$250 book scholarship for the subsequent spring semester will be awarded.

Vijay's vision of the increasing globalization of education, business, and relationships is evident in his simple desire to establish this fund.

### **Tim Judge Fellows**

Dr. Judge holds a Bachelor of Business Administration degree from the University of Iowa, and master's and doctoral degrees from the Institute of Labor and Industrial Relations, University of Illinois. Since graduating from the Institute in 1990, Dr. Judge has excelled as a highly prolific researcher, outstanding adviser to a multitude of doctoral students, and in service roles to the profession.

Currently, Dr. Judge is the Franklin D. Schurz Professor in the Mendoza College of Business, University of Notre Dame. Dr. Judge's previous academic appointments include distinguished endowed professor in the College of Business at the University of Florida, Stanley M. Howe Professor of

Leadership and associate professor at the Tippie College of Business, University of Iowa, and associate professor and assistant professor at the New York State School of Industrial and Labor Relations, Cornell University.

Dr. Judge's research interests are in the areas of personality, leadership, job attitudes, and, most recently, in moods and emotions. He has published more than 100 articles in refereed journals; six of which received "best paper" awards from professional societies or academies. Dr. Judge serves on the editorial review boards of eight journals, and has been chair of the scientific affairs committee for the Society for Industrial and Organizational Psychology, and Division Chair for the Human Resources Division of the Academy of Management. He is a fellow of the Academy of Management, the American Psychological Association, the American Psychological Society, and the Society for Industrial and Organizational Psychology. In 1995, he received the Ernest J. McCormick Award for Distinguished Early Career Contributions, Society for Industrial and Organizational Psychology, and in 2001, Judge received the Cummings Scholar Award from the Organizational Behavior Division of the Academy of Management. In 1999, he was named to the list of Outstanding Faculty in Business Week's Guide to the Best Business Schools, and in 2004 received the teacher of the year award from the University of Florida professional MBA program.

### ***Selection Criteria and Nomination Procedure***

Only faculty members may submit nominations to the committee, but self-nominations for consideration from LER doctoral students to their faculty advisors is encouraged

The Dean will appoint a faculty committee to review nominations. This selection committee will make a recommendation to the Dean, who will consider the committee's recommendation and then inform the student of the award by mid-March.

The selection criteria will be consistent with Dr. Judge's wishes and established by the Ph.D. Advisory Committee in the School of Labor and Employment Relations. The criteria are as follows:

- Student must have completed their first year in the program at the time of their nomination.
- Student should be showing evidence of learning via successful completion of course work.
- Student should be actively engaged in a research project, and generally be showing strong potential in the area of research.

Faculty nominators should prepare a detailed letter in support of student nominees along with the student's current C.V. You may also submit additional supporting materials such as academic papers. In the case of co-authorship, specify the nature of the student's contributions to the research.

### **Conference Travel**

The School wishes to encourage LER students to partake in an "official role" in scholarly or professional meetings, through presentation of scholarly papers, presentations at poster sessions, organizing a program session, or other invitational activity.

- An LER student who will be serving in an "official role" may apply to the Dean for support to attend two professional conferences per academic year (August 16 - August 15). Students must be on the conference program as a presenter of a paper at a paper session, a presenter of a poster paper at a poster session, or as an invited participant in a doctoral student consortium.
- An application to the Graduate College for Conference Travel Support is also required. (Instructions, forms, and deadline dates are available from the Assistant Dean for Student Services.) Students are subject to University travel expense reimbursement rules.
- Reimbursements will not be processed until receipt of Graduate College funding awards has been announced.
- The maximum support from School funds per conference is \$500.00. Conference travel support is capped at a maximum of four conferences over a student's tenure in the Ph.D. program.
- A brief report of the experience must be submitted to the Ph.D. Advisory Committee following the conference.

Approvals for conference travel reimbursements are dependent upon the availability of funds.

### **Dissertation Research Support**

- A Ph.D. student in LER may submit one grant proposal request per dissertation.
- An endorsement statement/letter by the dissertation chair or advisor must accompany the dissertation research grant request.
- An application to the Graduate College for a Dissertation Research Grant is also required. (Instructions, forms, and deadline dates are available from the Assistant Dean for Student Services.)
- Reimbursements will not be processed until receipt of Graduate College funding awards has been announced.
- The maximum support from School funds is \$400 total. The School grant may supplement awards made by the Graduate College or other granting organizations.
- No reimbursement for meals or hotel expenses associated with travel will be allowed.

Approvals for Ph.D. dissertation research costs are dependent upon the availability of funds.

## **STUDENT ORGANIZATIONS, COMMITTEES, AND INVOLVEMENT OPPORTUNITIES**

### **LIRA (Labor and Industrial Relations Association)**

LIRA was created to provide a forum for students at the School of Labor and Employment Relations to participate in social, volunteer, fundraising and alumni relations activities. LIRA promotes and organizes its activities and events through student committees and is also responsible for the election of LER student representatives for School Committees. Signature LIRA events include Welcome Back, Annual Formal, T-Shirt/Sweatshirt Sales, and Relay for Life. All LER students are members of LIRA.

### **MSA (Multicultural Student Association)**

MSA is the multicultural organization for the School of Labor and Employment Relations. The group was founded in 1993 as a mechanism to recruit, retain, and support qualified students from underrepresented groups. Today, it has evolved to be the advocate for all minority students, whether domestic or international,

hence the name change. MSA seeks to bridge cultural gaps within the LER community, and make diversity a key topic in community perceptions of HR/IR.

Whether you need advice on classes or some classmates to hang out with on the weekend, MSA members do their best to make sure that students feel comfortable during the program. Signature MSA events include Multicultural Fest and International Festival.

### **SSHRM (Student Society for Human Resource Management)**

SSHRM is the campus wide student chapter of the leading professional organization of human resource practitioners (SHRM) which has a worldwide membership of over 120,000 human resource professionals. The student chapter provides students with opportunities to explore and advance their knowledge of issues and trends in the human resources field and to network with business professionals. SSHRM holds regular meetings with featured speakers and facilitates interactions with local professional chapter members. Students who belong to the national organization will receive many benefits including invitations to conferences, research assistance and excellent HR publications. There is a minimal fee to join SSHRM as well as purchase full membership into the national organization at a student rate.

### **School Committees**

MHRIR students elected through the School's graduate student association (LIRA) serve as members on the Academic Affairs and the Admissions and Financial Aid committees. Ph.D. students also serve on these committees, as well as the 558 Speaker-Scholar Series and Library committees. Their representatives are chosen within the Ph.D. community.

### **Involvement Opportunities**

With offices in Champaign-Urbana and Chicago, the Labor Education Program (LEP) is designed to empower today's unionists with the knowledge to build and administer strong, democratic and effective unions. Because labor unions have varying memberships and constituencies, the labor education staff are experienced in developing custom-designed programs to fit the needs of individual unions. LER

graduate students can participate as observers in the various classes, conferences, and workshops offered by LEP.

The Labor and Employment Relations Association (LERA) is a national organization where professionals interested in all aspects of labor and employment relations network to share ideas and learn about new developments, issues, and practices in the field. The national office is housed in the LER Building, offering student memberships at a reasonable rate.

The Center for Human Resource Management (CHRM) is a joint venture between senior HR Executives, and faculty from LER and the College of Business. Corporate leaders turn to CHRM to conduct research on their workplace issues that will bring about change. CHRM hosts a roundtable each semester in Chicago, where current issues, developments, and best practices in HR are shared. CHRM is also housed within the LER Building, providing another resource and opportunity for students to get involved.

### **PROBLEM SOLVING/CONFLICT RESOLUTION**

The School closely follows established grievance procedures as outlined in the Student Code (<http://admin.illinois.edu/policy/code/>) and the Graduate College Handbook (<http://www.grad.illinois.edu/gradhandbook>).

The Graduate Student Assistantship Conflict Mediation and Appointment Termination Policy was terminated as of October 8, 2010 by vote of the Graduate College Executives Committee: Applicable policy procedure and resources for graduate student assistantship and other conflicts can be found at [www.grad.illinois.edu/general/effective\\_psolving](http://www.grad.illinois.edu/general/effective_psolving).

The policies and procedures in these documents form the basis of School policy as explained below. Problems can be approached either informally, or by invoking a formal grievance procedure. Both campus policy and common sense dictate that you should try the informal approach first. However, you always have the right to use a formal procedure. If you have any questions about how to approach your own problem, you can always visit the Graduate College or

call 333-0035 and ask to speak to a dean to receive confidential advice. International students can speak with a counselor from the Office of International Student and Scholar Services at 333-1303 for assistance.

### **Informal Resolution**

In general, a student with a grievance should first discuss it with their academic advisor in the School. In most cases the problem can be solved at this level. If discussion with the academic advisor is inappropriate or unfruitful, further discussion with the Assistant Dean for Student Services, who is the designated grievance contact person or the School Dean may solve the problem.

Conflicts between a teaching or research assistant and a faculty supervisor are best avoided with a clear description of responsibilities and performance expectations. The School encourages regular student/faculty communication and has a written supervisor-student evaluation process that is completed near the conclusion of the fall semester or more frequently if appropriate.

The Office for Student Conflict Resolution offers a wide range of direct and referral services to assist students in successfully resolving conflict. The office is located in 300 Turner Student Services Building at 610 E. John St., Champaign.

### **Formal Resolution**

If informal efforts are unsuccessful, the student may choose to pursue a formal grievance. Students are strongly urged to consult a Graduate College dean before initiating a formal grievance.

### **Initiating a Formal Grievance**

To initiate a formal grievance, the student shall send a letter to the School Dean with copies to the Dean of the Graduate College. The letter shall describe the nature of the grievance, and should describe all informal attempts at resolution. If the grievance involves the Dean, then the letter should be sent to the Dean of the Graduate College and the Graduate College Grievance Committee will hear the grievance.

Grievances by students may be filed up to one year after the student ceases registration at the University. Grievance filed later than this will not be heard. The grievant may withdraw a grievance at any time by making a written request to the body that is currently hearing the grievance.

### **Departmental Hearing**

The School Dean shall refer the letter to the School's Grievance Committee. This committee is a sub-committee of the School's standing Executive Committee. Its composition is the four faculty members of the Executive Committee with the addition of two graduate students; one being the most senior Ph.D. student member of the standing Ph.D. Advisory Committee and the second being the master's student member of the standing Academic Affairs Committee.

The School Grievance Committee will consider the grievance following the procedural rules as adopted by the Graduate College Grievance Committee. This committee will provide its ruling together with any recommendations for redress, in writing to the Dean with copies to the Dean of the Graduate College.

If, after receiving the recommendations, the Dean determines that corrective action should be taken, he or she shall inform the parties to the grievance in writing. All parties shall be allowed a two-week period to review the decision and decide if they wish to appeal before the corrective actions are taken.

The student has the option to request that his/her grievance be heard directly by the Graduate College Grievance Committee, thereby eliminating an initial review by the School's Grievance Committee. Such requests shall be included in the initial letter to the Dean.

### **Appeals to the Graduate College**

If the student is dissatisfied with the School's decision, he or she may appeal to the Graduate College Grievance Committee. The appeal is initiated by sending a letter to the Dean of the Graduate College. The Dean will refer the letter to the Graduate Grievance Officer.

When an appeal is submitted, the Graduate College Grievance Committee shall conduct a preliminary fact-finding investigation. If, on the basis of the facts stated by the grievant and viewed in the light most favorable to the grievant the committee rules that there is no basis for the appeal, then it may decline to hear the case. This ruling may be appealed to the Dean of the Graduate College. The decision of the Dean in this matter is final.

If the Graduate College Grievance Committee decides to hear the case, then it shall conduct a hearing. All parties to the grievance are entitled to submit written material, to be present at the hearing, to call and question witnesses and to present oral arguments to the Grievance Committee. An advisor may accompany each party, but the advisor may not question witnesses or present oral arguments to the committee. The Grievance Committee members may question the parties and the witnesses, may call or recall witnesses, and may consult outside experts. The Grievance Officer is entitled to be present at the hearing and may also question witnesses. After hearing the witnesses and oral arguments, the Grievance Committee shall deliberate in closed session.

After reaching its decision, the Committee will forward its findings and recommendations to the Dean of the Graduate College, who may affirm, reject or modify the findings and recommendations.

If a petition concerns actions of the Graduate College administrative staff, then the decision of the Dean of the Graduate College may be appealed to the Provost. In all other cases the Dean's decision is final.

#### **Formal Resolution-Other University Procedures**

In addition to the grievance procedures for graduate students, the University has procedures for dealing with other specific problems including academic misconduct, discrimination, harassment, capricious grading, and religious accommodation. The University of Illinois will not tolerate sexual harassment of students or employees and will take action to provide remedies when such harassment is determined to have occurred. The University environment must be free of sexual harassment in work and study. All members of the campus

community have a responsibility to help create a positive learning and work environment. Harassment in any form is inconsistent with this goal. Sexual harassment is defined by law and includes any unwanted sexual gesture, physical contact or statement that a reasonable person would find offensive, humiliating, or any interference with his or her required tasks or career opportunities at the University. In order to ensure that the University is free of sexual harassment, appropriate sanction will be imposed on offenders on a case-by-case basis. The University will respond to every case of sexual harassment reported. If disciplinary action is warranted, discipline will be imposed in accordance with applicable University statutes, rules and regulations. Reprisals against any person participating in this process will not be tolerated.

Specific information and procedures for dealing with these issues is available in the Student Code (<http://admin.illinois.edu/policy/code/>). These procedures are also summarized in the Graduate College Handbook (<http://www.grad.illinois.edu/gradhandbook>).

### **MISCELLANEOUS ACADEMIC ITEMS**

#### **Non-Degree Status**

In order to be approved for credit toward the master's degree requirements, a grade of "A-" or better must be recorded for non-degree courses. In addition, current School policy allows a maximum of eight hours be accepted for degree credit if taken as a non-degree student. Part-time non-degree students may register beginning the 4th day of instruction.

#### **Extramural Enrollment**

A limited number of courses are available through enrollment on an extramural basis through the Office of Continuing Education. The same limitations and requirements that pertain to non-degree course work are applicable to extramural courses and any subsequent petition for course transfer to degree credit.

#### **Work Completed Elsewhere**

In order to be approved for credit for either the master's or doctoral degree requirements, a grade of "A-" or better must be recorded for all work

completed elsewhere. A student desiring to receive degree program credit for courses completed elsewhere must submit a petition for such credit, but these petitions are not considered until a student has successfully completed one semester of graduate work at the School. Courses that were used for degree credit at another institution will not be considered. For each course included in the petition, the petition must carry a recommendation from a faculty member who teaches a similar course on this campus. Students must receive their permanent faculty advisor's approval for transfer of credit as well as School Academic Affairs Committee approval. The equivalent of eight hours of courses taken outside UIUC is the maximum that may be applied toward the MHRIR degree. Additionally, a student cannot transfer a credit from elsewhere to count for a required course.

A candidate for the doctoral degree who has received a master's degree from a recognized institution need not submit a petition to receive credit for such work. The conferral of this degree marks the completion of the first stage of the doctoral program and is accorded thirty-two hours of credit. If candidates for the doctorate have completed graduate work elsewhere for which no degree was awarded, they must request that credit for such work be applied to the doctorate by submitting a petition. The equivalent of eight hours of courses taken outside UIUC is the maximum that may be applied toward the doctoral degree.

Continuing students who wish to take courses at other institutions for credit toward the MHRIR degree should discuss each proposed course with the Academic Affairs Committee for informal prior approval. A Graduate College petition, along with an official transcript showing the grade received, must be submitted after the course has been completed. This petition must be approved in order for such courses to count toward the MHRIR degree program requirements.

### **Research Guidelines**

All students should note the mandatory guidelines on the Use of Human Subjects in Research. Students should consult with instructors and/or advisors before undertaking research.

## **LER BUILDING INFORMATION**

### **Facility**

- School faculty, staff, Ph.D. student mailboxes are in Room 232.
- MHRIR student mailboxes are located in the vending room. Personal mail should be delivered to your home address, not to the School.
- A fax machine is available for special requests only and is not allowed for personal use. (Inquire in Room 147 for approval.)
- A photocopy machine in Room 232 is available for student organization use when conducting appropriate School business. Inquire in Room 147 for approval and copy code.
- Room reservation/use is arranged through the staff in Room 147.
- The kitchen facilities in the lower level are for all to use and maintain in a state of cleanliness. Unattended, dirty dishes and old food in the refrigerator will be discarded.
- The front and back entrances to the LER Building are locked by Facilities and Services staff in the evening. You can utilize your student ID card to access the building after hours via the west door near the accessible ramp.
- The hallway doors on all levels are always unlocked.
- Administrative offices in Room 147 as well as Room 232 housing mailboxes and copy machine are locked at 4:30 P.M., Monday - Friday.
- The School's rear (North) door is a **LOADING RAMP, NO PARKING, TOW-AWAY ZONE.**
- The lower level interior hallway is the designated safe area for threatening weather.
- Be security conscious. Do not share keys. Keep your office locked.
- The School is a **SMOKE-FREE** building. Likewise, doorways into the LER Building should remain free of smoke.

## LAPTOP POLICY

Beginning in fall 2011, all incoming LER master's students will be required to have a laptop. In order to fully utilize the resources that are available to you and actively participate in the LER curriculum, we ask that you comply with the following software/hardware requirements and suggestions. The building is fully wireless in all public areas and classrooms, and the only class you will be required to bring your laptop for at this time is your statistics lab. There will be two kiosk computers with a public printer available for your use, subject to the printing policy at UIUC.

### Laptop Software Requirements

- Preferred: Microsoft Windows 7 or Vista. You cannot use unlicensed software on campus and you should possess a valid (legal) version. Microsoft Windows 7 is available at no charge from the campus Webstore – <http://webstore.illinois.edu>. Search in the student section for “Microsoft Windows 7 Ultimate Upgrade for UIUC Graduate and Professional Students and UIC Students License & Download - Campus Agreement.”
- Microsoft Office 2010-- if you do not already have Office 2010, it is available for you free at the campus Webstore - <http://webstore.illinois.edu/>. Search in the student section for the title “Microsoft Office 2010 Professional Plus for UIUC Graduate and Professional Students and UIC Students License & Download - Campus Agreement.”
- Mac laptops are also acceptable. You should be running OSX 10.6.x or above. You will still need Microsoft Office 2011 for your Mac, available at no cost from the campus Webstore – <http://webstore.illinois.edu>. Search for “Microsoft Office 2011 for Mac for UIUC Graduate and Professional Students and UIC Students License & Download - Campus Agreement.”
- If you would like guidance on purchasing affordable laptops, you can search the “Illini Flash Drive” store in the student union. The URL is [http://union.illinois.edu/services/micro\\_order\\_center.aspx](http://union.illinois.edu/services/micro_order_center.aspx).

## Minimum Suggested Laptop Hardware Configuration

You will need a laptop with enough computational power to run Microsoft Office 2010. We also suggest that you have the following:

- Processor - 2GHz dual core or higher
- Memory (RAM) – at least 2 GB
- Hard Drive – at least 80 GB
- Wireless Networking – a/b/g network card
- At least one USB port

If you have any questions about your current machine, you may send an email to our Manager of System Services, Mark Johnson [markj@illinois.edu](mailto:markj@illinois.edu). If your laptop meets the above requirements, there is no reason to contact him to confirm.

**Table 1: Summary of M.H.R.I.R. Program Options and Requirements**

<b>Master of Human Resources and Industrial Relations Required Courses</b>	<b>Non- Thesis Required Hours</b>	<b>Thesis Required Hours</b>	<b>Degree Completion Required Hours</b>	<b>Joint J.D. Required Hours</b>	<b>Joint M.B.A. Required Hours</b>
Required Courses: LER 591 Employment Relations Systems LER 593 Quantitative Methods <u>Joint Law Only:</u> LER 457/Law 662, LER 522, or LER 590E*	4 4 4	4 4		4 4 4	4 4
Subject Area Distribution Requirement (Listed in Table 1)	16	16		16	16
Electives**	24	16	12	8	12
Thesis (LER 599)		8	<b>OR</b>		
Final Oral Examination on Thesis		Yes			
Tutorial (LER 494)			4		
<b>TOTAL</b>	<b>48 hours</b>	<b>48 hours</b>	<b>12 hours</b> (for M.H.R.I.R.) <b>OR</b> <b>4 hours</b> (for A.M.)	<b>36 LER hours</b> (in addition to 74 Law hours)	<b>36 LER hours</b> (in addition to 60 MBA hours)
<i>*If Law 662 or Law 664 is taken as a Law course, then students must take one additional LER elective course.</i>					
<i>**Selected from approved courses listed in Appendix I. Other courses can be selected with the consent of the academic advisor and approval from the Academic Affairs Committee.</i>					

**Table 2: Subject Distribution Areas for M.H.R.I.R. Curriculum**

<b>Subject Distribution Areas for M.H.R.I.R. Curriculum</b>	
<b><i>Union Management and Labor Relations Policy</i></b>	
LER 542	Collective Bargaining
LER 543	Workplace Dispute Resolution
LER 551	Labor Law and Public Policy
LER 590CB	Collective Bargaining in Sports & Entertainment
<b><i>Human Resource Management and Organizational Behavior</i></b>	
LER 522	Government Regulation
LER 523	Organizational Fundamentals for HR
LER 530	Foundations of Industrial-Organizational Psychology
LER 548	Topics in Personnel Management
LER 561	Compensation Systems
LER 562	Human Resources Planning and Staffing
LER 564	Human Resource Training and Development
LER 565	Human Resources Management and Strategy
LER 567	Negotiation in Human Resource Decisions
LER 568	Firm Performance and Human Resource Management
LER 569	Power and Influence in HRM
LER 570	Leadership for HR Managers
LER 590CM	Change Management in HR Organizations
LER 590EB	Employee Benefits
LER 597	Employee Motivation & Performance
LER 598	Implementing High Performance Work Systems
<b><i>Labor Markets and Employment</i></b>	
LER 440	Economics of Labor Markets
LER 545	Economics of Human Resources
LER 590N	Health, Savings & Family Issues in the Workplace
<b><i>International Human Resource Management</i></b>	
LER 554	Comparative Employment Relations Systems
LER 566	International Human Resource Management
LER 590ERC	Labor & Employment Relations in China
LER 590IM	Immigrations, Employment & Public Policy
LER 595	Managing Diversity Globally
<b><i>Note:</i></b>	
<ul style="list-style-type: none"> <li>• <i>Not all courses are offered each year.</i></li> <li>• <i>Students need to discuss and gain approval for exceptions/alternates to the subject distribution courses with their advisor. A waiver note should be placed in the student file.</i></li> </ul>	

**Table 3: Approved Courses for LER Students**

Approved Courses for LER Students		
LER	434	Employee Benefit Plans
LER	440	Economics of Labor Markets
LER	450	European Working Class History, 1750 to Present
LER	480	U.S. Work Class History Since 1780
LER	522	Government Regulation
LER	530	Foundations of Industrial-Organizational Psychology
LER	540	Labor Economics I
LER	541	Labor Economics II
LER	542	Collective Bargaining
LER	543	Workplace Dispute Resolution
LER	545	Economics of Human Resources
LER	547	Labor Law I
LER	548	Topics in Personnel Management
LER	551	Labor Law and Public Policy
LER	554	Comparative Employment Relations Systems
LER	556	Industrial Relations Theory
LER	557	Human Resources Theory
LER	558	Student-Faculty Workshop
LER	559	Micro Research Methods and Processes
LER	561	Compensation Systems
LER	562	Problems of Personnel Management
LER	564	Human Resource Training and Development
LER	565	Human Resources Management and Strategy
LER	566	International Human Resource Management
LER	567	Negotiation in Human Resource Decisions
LER	568	Firm Performance and Human Resource Management
LER	569	Power and Influence for HRM
LER	570	Leadership for HR Managers
LER	590	Individual Topics
LER	590CB	Collective Bargaining in Sports and Entertainment
LER	590CM	Change Management in HR Organizations
LER	590E	Government Regulation and Employment Law
LER	590EC	Executive Compensation
LER	590ECA	Employment and Commercial Arbitration: past, Present, and future
LER	590EL	HR, Employment Law and the Multicultural Corporation
LER	590EO	Strategic Human Resource Management and the Entrepreneurial Organization
LER	590ERC	Labor and Employment Relations in China
LER	590IM	Immigration, Employment, and Public Policy
LER	590N	Health, Savings & Family Issues in the Workplace
LER	590PT	People and Technology: Changing Work Systems

## Approved Courses for LER Students (cont'd)

LER	590X	Macro HR Methods
LER	591	Employment Relations Systems
LER	593	Quantitative Methods in Labor and Industrial Relations
LER	595	Managing Diversity Globally
LER	597	Employee Motivation and Performance
LER	598	Implementing High Performance Work Systems
LER	599	Thesis Seminar
<b>Courses outside of LER</b>		
BADM	445	Small Business Consulting
BADM	510	Foundations of Organizational Behavior
BADM	553	Ethical Dilemmas in Business
ECON	450	Development Economics
ECON	550	Economics of Development and Growth
ECON	551	Topics in Development Economics
HRE	530	Organizational Development
LAW	664	Employment Discrimination
Psych	456	Human Performance and Engineering Psychology
SOC	463	Social Change in Developing Areas
HRE	536	International HRD
<p><i>Note:</i></p> <ul style="list-style-type: none"> <li>• <i>Not all courses are offered each semester or even each year.</i></li> <li>• <i>BADM courses may require Business Administration department approval.</i></li> <li>• <i>Additional Courses may be approved by the LER Academic Affairs Committee.</i></li> </ul>		

**Table 4: Summary of Ph.D. Program Options and Requirements**

<b>Ph.D. in Human Resources and Industrial Relations Required Courses</b>	<b>Master's -Ph.D.* Required Hours for M.H.R.I.R.</b>	<b>Ph.D. Required Hours</b>
<i>IR and HR Theory</i> LER 556 <u>and</u> LER 557	8	8
<i>Collective Bargaining</i> LER 542 <u>and</u> <i>Labor Econ</i> LER 540 <u>or</u> LER 541 <u>or</u> LER 545	4 4	4 4
<i>Statistics</i> One year sequence in statistics (must be approved by Ph.D. Advisory Committee)	8 ( <u>not</u> to include LER 593)	8
<i>Research Methods</i> LER 559 (Micro) <u>and</u> LER 590 X (Macro) <u>or</u> other doctoral-level research methods courses approved by the Ph.D. Advisory Committee	4	8
<i>Two Theory Courses in a Social Science Discipline</i> (must be approved by Ph.D. Advisory Committee)		8
<i>Two Related Courses in an Outside Discipline</i> (must be approved by Ph.D. Advisory Committee)		8
<i>Electives</i> (must be approved by Ph.D. Advisory Committee)	20 (at least two must be LER courses)	0-16
<i>*Student must be admitted to the Ph.D. program. Once the M.H.R.I.R. is obtained, then student can then complete the remaining requirements for the Ph.D.</i>	<b>48 hours</b>	<b>48-64 hours</b>
LER 558 (must enroll each semester in residence)	0	0
<i>Thesis</i> LER 599	32-48	32-48
<b>TOTAL</b>		<b>96 hours</b>

**Table 5: Suggested Courses that Satisfy Doctoral Requirements in Specific Areas**

Suggested Courses that Satisfy Doctoral Requirements in Specific Areas	
<b>STATISTICS</b>	
<i>Business Administration</i>	
BADM 505	Statistical Analysis with Business Application
Ed Psych 582	Advanced Statistical Methods <u>and either</u>
Ed Psych 581	Applied Regression Analysis <u>or</u>
Ed Psych 588	Covariance Structure and Factor Models
<i>Also, consult Econ, Psych or Soc. for alternative coursework.</i>	
<i>Economics</i>	
Econ 507	Econometrics Analysis
Econ 508	Applied Econometrics
Econ 506	Economic Analysis
<i>For those without linear algebra and regression background - Econ 506 and 507, Economic Statistics and Econometrics are acceptable.</i>	
<i>Political Science</i>	
<i>Consult Econ/Psych/or Sociology for approved statistics coursework</i>	
<i>Psychology</i>	
Psych 406	Statistical Methods I <u>and</u>
Psych 407	Statistical Methods II
<i>Sociology</i>	
Soc 586	Advanced Social Statistics I <u>and</u>
Soc 587	Advanced Social Statistics II
<b>RESEARCH METHODS</b>	
LER 559	Micro Research Methods & Processes
LER 590X	Macro HR Methods
<i>Consult with Ph. D. Advisory Committee for recommended coursework in other social science disciplines.</i>	

## Suggested Courses that Satisfy Doctoral Requirements in Specific Areas (cont'd)

### DISCIPLINARY THEORY

#### *Business Administration*

BADM 510	Foundations of Organizational Behavior
BADM 519	Advanced Topics in Organizational Theory

*Additional choices might occasionally be offered under BADM 590 Seminars offered in "Advanced Micro OB" and/or "Advanced Macro OB".*

#### *Economics*

Econ 500	General Microeconomic Theory (Econ Ph.D. Section only)
	<u>and</u>
	One elective such as Econ 502 - Microeconomics Theory I, or Econ 503 - Macroeconomics Theory I, or Econ 580 - Industrial Organization

#### *History*

In the case of History, the basic theory courses, statistics, and electives should be discussed and selected with the advice of appropriate LER/History professors and then approved by the Ph.D. Advisory Committee.

#### *Political Science*

In the case of Political Science, the basic theory courses should be selected in terms of the particular segment of the discipline that is of greatest interest to the student.

Pol Sci 549	Topics in Comparative Politics
Pol Sci 511	Pro-seminar in Political Behavior I
Pol Sci 512	Pro-seminar in Political Behavior II

#### *Psychology*

In the case of Psychology, the basic theory courses should be selected in terms of the particular segment of the discipline that is of greatest interest to the student.

Psych 530	Foundation of Industrial-Organizational Psychology
Psych 551	Theory in Social Psychology
Psych 552	Social Psychology Theory and Method II

*Additional choices might occasionally be offered under Psych 593—Seminar's offered in relevant areas.*

#### *Sociology*

In the case of Sociology, the basic theory courses should be selected in terms of the particular segment of the discipline that is of greatest interest to the student.

Soc 571	Demography and Human Ecology
Soc 573	Social Psychology

## Suggested Courses that Satisfy Doctoral Requirements in Specific Areas (cont'd)

### OTHER RELATED DISCIPLINE COURSES & ELECTIVES

PSYC 559	Small Groups
PSYC 594/EPSY 584/SOC 584	
	Multivariate Analysis in Psychology and Education
EPSY 575	Mixed Methods Inquiry
BADM 545	Foundations of Strategy Research
BADM 547	Strategy Process Research
EPSY 581	Applied Regression Analysis
PSYC 552	Soc Psych Theory and Meth II
BADM 583	Current Topics in Intl Bus
PSYC 589	Categorical Data in Ed/Psych
EPSY 587	Hierarchical Linear Model

**Table 6: Suggested Areas of Specialization for Ph.D. Candidates**

<b>Suggested Areas of Specialization for Ph.D. Candidates</b>
<p><b><i>Sector 1 -- Human resources management</i></b></p> <p>Human resources management and firm performance            Politics in human resources systems            Strategic human resources management            Human resources practices and employee reactions            Performance evaluation and influence tactics            Accountability and procedural justice            Employee fit and selection</p>
<p><b><i>Sector 2 -- Industrial relations systems and public policy</i></b></p> <p>The development and execution of public industrial relations policy            Federal and state relations with economic and social groups            Business, labor, and government community relations            Comparative economic and social systems in economic development            International and foreign labor relations            Public sector collective bargaining            Collective bargaining            Labor dispute settlement and law            Management and union organization            Historical development of labor and management institutions            Social and psychological analysis of inter-group relations            Public employee relations            Behavior in collective bargaining organizations</p>
<p><b><i>Sector 3 -- Wages, labor market behavior, and income security</i></b></p> <p>Wages, wage theories, and theories of employment            Human resources and labor market behavior            Social and protective legislation            Economic aspects of employment            Job discrimination            Social and economic aspects of peripheral labor markets            Unemployment and labor market behavior</p>

Table 7: Illustrative Areas of Specialization for Ph.D. Candidates

<b>Illustrative Areas of Specialization <i>for Ph.D. Candidates</i></b>
Diversity Outcomes in Groups Leader-Member Exchange Agreement Gender and Performance HR Systems and Relational Dynamics among Employees Organizational Justice Transactive Memory Systems Self-Efficacy and Collective Efficacy Team Information Processing Conflict and Conflict Management Organizational Theory Strategic Human Resource Management International Human Resource Management The Legal Context of Alternative Dispute Resolution