SMLR APPOINTS NEW DEAN
Message From the Dean, James Hayton

This is an extraordinary time to be studying in the School of Management and Labor Relations. We are living in an era when serious questions are being raised about what ‘job’ actually is, and the very nature of employment itself in the ‘gig’ economy. This is also a time when many are raising questions concerning the ability of employers to support basic human values of equality, fairness, freedom and democracy, not to mention dignity, well-being and safety at work. For their part, employers face conflicting pressures from stakeholders and the competitive environment to continuously enhance productivity, increase efficiency, and at the same time to sustain innovation. At the heart of these issues for both employers and employees rest questions of how to lead, manage, and partner with employees and their representatives so that they build trusting relationships and willingly give their effort and skills, and wholeheartedly share their knowledge and ideas.

At the same time, politicians around the world from across the ideological spectrum are asking how to shape policies to strengthen national competitiveness, and enhance economic security, well being, social justice and freedom. Again, often these are conflicting objectives for which decision makers must find a balance, or promote one goal over another, hopefully on the basis of

See DEAN on page 6

Solving Labor Problems through Social Entrepreneurship

If you feel passionately about workers’ issues around the globe, finding innovative solutions for these issues, and being your own boss, take the Solving Labor Problems through Social Entrepreneurship (37:575:378) course this spring and join the growing community of social entrepreneurs, who are driving social innovations for the toughest labor and social problems we face in the 21st century.

For example, LaborVoices designed a mobile app that enabled workers to report their sweatshop working conditions in real time around the globe.

See ENTREPRENEURSHIP on page 5

SMLR Offers Winter Session Courses

Two popular and valuable 3-credit courses will be offered by the department during winter session this year, along with a 1-credit online course.

Negotiation (37:575:326), taught by Professor Bill Dwyer, focuses on building skills – not just for collective bargaining, but also for all the negotiations that occur either on the job or in your life. The course will meet from 6:00-10:00 p.m. each evening on Dec. 23 and January 4-January 15.

Employment Law (37:575:315), taught by Professor James Cooney, is also available during the winter session.

See WINTER SESSION on page 4
The Labor Studies & Employment Relations Academic Programs office is located at the Labor Education Center on the Cook/Douglass Campus (50 Labor Center Way), adjacent to the Sears parking lot, across from the Henderson Apartments.

### ACADEMIC PROGRAMS STAFF

**Paula Voos**  
Director of Academic Programs  
(848) 932-1748  
pbvoos@work.rutgers.edu  

Professor Voos is available to speak to students whenever she is in her office (room 140). Mornings are typically the best time to call or drop in. You can also make an appointment to meet with her.

**Sattik Deb**  
Director of Student Services  
(848) 932-0303  
sdeb@work.rutgers.edu  

Sattik Deb oversees student advising, admissions counseling, coordinating graduate admissions, student recruitment, career and other student services.

### REGISTRATION TIP

To request special permission numbers, do the following:

- Email your request to sp@work.rutgers.edu
- Include the class name, number, and index number you are requesting.
- Include your name, RUID and cell phone #.
- Explain why you must enroll in this class. The department will take your reasons into consideration and do its best to accommodate you.
- If you do not receive a response within 48 business hours, resend your request and put “Second SP# Request” in the subject line.

### STUDENT SERVICES COORDINATORS

**Amy Marchitto**  
Undergraduate Advisor  
(848) 932-8559  
amarchitto@work.rutgers.edu  

Amy provides academic advising to undergraduate students. She has walk-in hours Monday through Thursday after 4:00 pm. She is also available by appointment.

**Barbara Konopka**  
Program Coordinator  
(848) 932-4252  
Barbara.Konopka@work.rutgers.edu  

Barbara provides administrative support to the department including scheduling, and updating student records.

**Akhila Naik**  
Career Services Coordinator  
(848) 932-9505  
careerservices@work.rutgers.edu  

Our coordinators are responsible for networking with employers and assisting current students and alumni with internship and job placement. The department provides access to numerous career services tools including Career Knight, mock interviews, and résumé evaluations.

**Justin Vinton**  
Employer Relations Coordinator  
(848) 932-9505  
employerrelations@work.rutgers.edu  

SMLR Partners with AFL-CIO for Summer Internship Program

The Rutgers University Center for Innovation in Worker Organization partnered with the Metropolitan Washington Labor Council for a summer internship that focused on communications and membership mobilization.

The internship was created by Dr. Coralie Farlee of Washington D.C to honor the late Dr. Bernard Goldstein. Dr. Goldstein was a sociologist, scholar and published author who was a strong champion of union activities and advocacy. In his spirit this opportunity to provide Rutgers Labor Studies students with hands-on experiences was created.

The internship ran June 1 – July 31 in Washington, D.C. A $5,000 stipend was provided to cover expenses (including housing).

Junior Sivan Rosenthal was selected for the opportunity. Rosenthal organized over 35 interns from over 15 different labor organizations to come together to discuss their summer experience and their work back home for the first ever event aimed at bringing together all the summer interns involved in the labor movement throughout the DC area. The reception was hosted on the International Brotherhood of Electrical Workers’ (IBEW) rooftop, and was cosponsored by the Metro Washington Labor Council (MWC) and the AFL-CIO. The reception was planned as part of a larger effort to link young people to the history of the labor movement but more importantly its future, and to connect with each other to begin to visualize where the millennial generation is going in its support for workers’ rights.

The internship opportunity will be available again for summer 2016.

SMLR Students Participate in Successful Summer/Fall Internships

Students are currently participating in fall internships or completed summer internships with the following companies:

- Aberdeen Township
- Capsugel
- Colgate-Palmolive
- Congressman Tom MacArthur
- Equal Employment Opportunity Commission
- Emanszti
- Federal Probations
- Great Lakes Computer
- Holiday Inn, Carteret
- Iconectiv
- inVentiv Health
- Krannich Solar
- Middlesex County Administration
- MyHomePayge, Inc.
- NJ Department of Corrections
- Reckitt Benckiser
- Technical Consulting and Research, Inc.
- The Millennium Group
- Townsend and Associates
- Rutgers University Human Resources
- Venn Health Partners
- Ventura College
- Warner Music Group
- WPST, Connoisseur Media

Internships

Internships are essential for demonstrating work experience to potential employees, and they can significantly increase new and emerging professionals’ chances of getting hired in a full time position after graduation. According to a recent study conducted by the National Association of Colleges and Employers (NACE), 42.3% of college seniors with internship experience who were active in their job search received at least one job offer, while seniors without internship experience were nearly 30% less likely to receive an offer.
APPLYING FOR THE MASTER’S PROGRAM IN LABOR AND EMPLOYMENT RELATIONS

If you are graduating this semester, consider applying for the Master’s of Labor and Employment Relations (MLER) program. The MLER program combines professional training with intellectual exploration to produce graduates who are thoughtful professionals, informed leaders, and/or researchers grounded in contemporary reality.

Our graduates go on to work in a variety of careers including those in employment relations, state and federal government agencies, human resource management, organizational management, business and finance, marketing and outreach, social and community organizing, among others.

To apply online go to gradstudy.rutgers.edu. Application requirements are as follows:

- Official transcripts
- Personal statement
- Letters of recommendation from three faculty members
- A copy of your résumé

For more information contact Sattik Deb, Director of Student Services.
WATCH FOR RU LERA FALL 2015 WORKSHOPS AND EVENTS

The Rutgers University Labor and Employment Relations Association (RU LERA) is a recently formed student chapter of the Labor and Employment Relations Association. RU LERA is the first and only LERA chapter established exclusively by students, for students. As an academic, professional, and social student organization, RU LERA's goal is to provide an environment that allows students interested in labor and employment relations to broaden their perspectives, take advantage of career development opportunities, and experience growth in academic performance and in forming personal as well as professional relationships.

Upcoming programs, events, and workshops include a program entitled, “Alternative Dispute Resolution Before Arbitration” (a co-hosted networking and educational event with NJ LERA), a dining and business etiquette lunch, a meet & greet with Rutgers professor and published author of The Racial Divide in the US, social outings, and more. There are also special guest programs and workshops to help students to enhance résumé writing and job interview skills.

The fall kickoff event will be on Monday, October 19 at 8:00 pm in the Labor Education Center auditorium. The evening will feature guest speaker William Rolack, who is the Senior Director of Workforce Strategy, Diversity and Strategic Alliances from the Office of the Commissioner of Major League Baseball. Rolack will be discussing, among other things, MLB operations, his experiences working for MLB, and the 2016 MLB Diversity Business Summit, which will be hosted by the Arizona Diamondbacks in March. If you are interested in attending please visit http://goo.gl/forms/6X8t244eHu to RSVP.

The members of RU LERA Executive Board are President Jade Palmieri, Vice President Ramon Paulino, Vice President of Business Operations Brian Lindenbaum and Secretary Jocelyn Lee. Applications are currently being accepted for the positions of Director of Programs & Events and Treasurer.

Students and alumni interested in taking advantage of the many benefits of membership and/or to submit an application for consideration for Board membership should contact RULERAinfo@gmail.com for more information.

Add your Strength to RU POWER

RU POWER (Promoting Overall Worker and Employer Relationships) is a student organization founded in 2012 by students interested in labor relations, human resources, and related fields. RU POWER participates in job fairs, invites representatives of government and industry to speak on campus, and organizes other activities.

The following students currently serve as officers: Eun Ju Oh (President), Joanna Wang (Vice President), Tyler Mathurin (Secretary & Events Director), and Alexandra Rockenstein (Treasurer).

Any student interested in joining RU POWER should contact Eun Ju Oh (eo8904@gmail.com), or James M. Cooney (jcooney@work.rutgers.edu), Faculty Advisor.

ENTREPRENEURSHIP cont’d from p. 1

Madécasse trained workers in Madagascar, the world’s fourth poorest country, to make premium chocolate locally and provides over 200 people with above-market wages. Local farmers benefitted four times more than they would have from the fair trade system.

Social Entrepreneurship will meet on Tuesdays from 12:00-3:00 p.m. on the Livingston Campus. Students will meet successful social entrepreneurs and learn about their social ventures. Students will learn (1) how to build a multi-disciplinary team to tackle a labor problem they feel passionately about, (2) how to think, design, and test their solutions by getting out of the classroom to observe and talk to the people they want to help, (3) how to get funding, (4) how to measure impact, and (5) how to write and present a social venture plan.

Contact Professor Tracy Chang at tracyc@work.rutgers.edu if you have any questions about the course.
Labor Studies and Employment Relations

Major or minor in Labor Studies

Declare Labor Studies as your major or minor and take advantage of the services offered to our students: specialized academic advising, access to internship and job opportunities, teaching assistantships, and updates through our e-mail listserv.

With flexible scheduling opportunities, and a broad multi-disciplinary, student-centered approach, a Labor Studies degree might be the right choice for you. The major consists of 36 credits in Labor Studies. Students may substitute up to six credits of related courses from other departments as well.

DEAN cont’d from p. 1

evidence-based judgments. As a world leader in its field, SMLR is contributing the impartial evidence upon which to base these decisions, for policy makers and practitioners as well as informing the general public.

SMLR is home to active research programs in fields such as employee ownership and participation, gender and diversity, the future of collective worker organization, global issues in work and employment, the strategic management of human resources, workforce development, and sector-focused work in healthcare and in education, the two largest sectors in our economy. We are actively supporting not only research, but also engagement with employers, professional associations and policy makers in these fields, ensuring that our research impacts practice, and that employers understand the expertise that our graduates possess. The scholars who you have a chance to interact with and to learn from are among the leaders in their respective fields, in both research and in practice.

But being expert is not enough if you don’t get to apply that expertise in your career, so we take great pride in providing extensive, dedicated careers advice and support for all students from within the school. Our Careers support team is there to make sure you get the opportunity to apply what you learn in practice. I would like to encourage you to grasp this opportunity, and benefit from all that SMLR has to offer. I hope you have a great year! - James Hayton
Over the summer, the Carey Library was completely gutted. We got rid of the old carpeting, old ceiling, old lights, old tables, and old computers! (We kept the old books!) We now have new carpeting, a new ceiling, new paint on the walls, new furniture, new lights and new computers! (And we have new books.) In addition, the Library has extended morning and evening hours, as well as laptops for students to use within the Library.

All of our other services and resources continue as well. Schedule a research consultation with the Librarian; access one of many research guides to help you with your assignments; pick up a citation guide to assist you with your bibliography and works cited within your paper; and browse through the Library’s periodical collection to stay current on trends in labor relations and human resource management.

Already within the first few weeks of the semester, it has been observed that more students are using the renovated facility. The printer is printing, the scanner is scanning and the copier is copying. Recent studies have shown that library use does have a positive impact on students’ academic performance. So stop on by and check out the new space. Catch up on that required reading, conduct some research on the new computers, or simply relax in our lounge chairs before class. Remember, we are here for you!

LIBRARY FALL HOURS

Monday – Thursday  8:00 am – 9:00 pm
Friday:            8:00 am – 5:00 pm
Saturday:         10:00 am – 2:00 pm
Sunday:           Closed
Thanksgiving weekend:  Wednesday, November 27th  10:00 am – 5:00 pm
                                     Thursday, Nov. 28th - Dec. 1st  Closed

Questions about hours, access, or circulation, contact Eugene McElroy at 848-932-9513.
Questions about research, contact Julie Peters at 848-932-9513

Julie Peters, Library Director  jmoscinski@smlr.rutgers.edu, 848-932-9608
Eugene McElroy, Library Associate  mcelroy@work.rutgers.edu, 848-932-9513
Consider the Joint Bachelor’s/Master’s Degree

NO GRE REQUIRED FOR RUTGERS STUDENTS!

Whether you are graduating after this semester or down the road, it is not too late to apply to the joint Bachelor’s and Master’s of Labor and Employment Relations (MLER) program. Students who complete the Labor Studies major and are accepted into the graduate program:

- May waive up to nine credits of graduate work.
- Can start their graduate work as undergraduate students by taking up to two graduate-level courses.
- Graduate with a Master’s degree after just one additional year of full-time study rather than 2-3 years.
- Increase your marketability as a new or emerging professional and qualify for higher-level management positions.

Contact Director of Student Services, Sattik Deb, sdeb@work.rutgers.edu, about your interest in the MLER program.

“It’s who you know”: Alumni Networking

Networking is the key to success in the working world today. The better people are connected, the more likely they are to flourish. Whether it is business or alumni networking, it helps you find jobs and build connections. SMLR alumni play a major role in helping current students pursue internship and job opportunities and one-third of the employers at the SMLR fall career fair were represented by SMLR alumni including Anheuser-Busch, Colgate-Palmolive, Collabera, Johnson & Johnson, Macy’s, Matlen Silver Group, Proctor & Gamble, and Sysco Guest Supply.

The career fair also featured an alumni career panel moderated by Director of Student Services, Sattik Deb. Panelists included John Castella, who is a part-time lecturer with SMLR and has served as a lead organizer with the Communication Workers of America since 1997, Professor Bill Dwyer, a full-time instructor at SMLR with over 20 years of experience as a labor and employee relations practitioner formerly with PSEG, Jessica Fuccello, a talent acquisition coordinator with Johnson & Johnson, Gabriella Grzybowski, an HR specialist with Colgate-Palmolive, and Tennille McCoy, the director of HR with UBS.

FILING YOUR ONLINE DIPLOMA APPLICATION

The University confers degrees after a formal application has been filed by completing an online diploma application.

Degree candidates must file a diploma application by the following deadlines: October 1st for an October-dated degree, January 7 for a January-dated degree and March 15 for a May-dated degree. If the candidate fails to file the application on or before the deadline date, the degree is not conferred until the following degree date.

All Rutgers students have free access to Career Shift, an online portal that includes a search tool that searches every job listing at every job board and company. You can also network with other professionals, manage your professional documents, track your job search, and manage your interview calendar.

Logon to http://www.careershift.com/?sc=rutgers to create your account and start searching for internship and employment opportunities.
**FACULTY & FRIENDS UPDATES**

**Professor Charles Heckscher** has written a new book titled, *Trust in a Complex World*, which explores ways of rebuilding social connections when familiar communities have been weakened, overwhelmed by increasingly intense interaction and interdependence across lines of tribe and nation. The book is intended for a general audience, but includes a theoretical section that conceptualizes types of communities and their evolution.

**Emeritus Professor Jeff Keefe** is assisting one of the major postal workers unions in preparing the case for their forthcoming interest arbitration – a process that sets compensation levels in the U.S. Postal Service. He is enjoying applying his skills at data analysis in this important case.

**Professor Doug Kruse** was invited with other economists to a White House policy discussion on worker voice that was held on September 18th, where he talked about the relationship of employee ownership to worker voice in the workplace. This discussion was designed to get economists’ views in preparation for the White House Summit on Worker Voice held in early October.

**Visiting Research Fellow Wilma Leibman** has spoken in a number of classes and seminars since joining the department this fall. She is the former chairwoman of the National Labor Relations Board (NLRB), where she was the second woman to lead the NLRB in the board’s 78-year history. Right now her interests focus on franchiser/franchisee relationships and the important issue of insuring that dependent contractors (who work continually for a particular employer) are able to receive employee benefits.

**Former SMLR Phd students and instructors, Chunyun Li** and **John McCarthy**, each got excellent jobs as Assistant Professors. Chunyun Li is now teaching at the prestigious London School of Economics, while she finishes her PhD Dissertation. John McCarthy is now an Assistant Professor at Cornell’s School of Industrial and Labor Relations in Ithaca, where **Sean Rogers**, another former PhD student and Labor Studies instructor, just became a faculty member in Cornell’s Hotel School.

**Professors Mingwei Liu** and **Tobias Schultze-Cleven** have been working hard on organizing a conference, “The Global Transformation of Work: Market Integration, China’s Rise, and Labor Adjustment,” to be held at Rutgers in March 2016. This conference launches the Center for Global Work and Employment, which brings together Rutgers School of Management and Labor Relations, and a similar school at Renmin University in China. Both are playing leading roles in this conference and the new center.


**Professor Michelle Van Noy** is now launching several new projects on community college workforce preparation in a range of sectors and regions including the manufacturing (in OH and TX), information technology (in IN), and health professions (in NJ). She also is presenting her research on informal learning and its role in skill development at the National Council for Workforce Education conference and the Alternative Accountability Policy Forum.

**Over the summer, Professor Paula Voos** completed a scholarly research article on the impact of new state-level Right to Work (RTW) laws passed since 2000 in Oklahoma, Indiana and Michigan. Along with co-author Steve Abraham, she found these laws increased profits to corporations located in these states, albeit with a smaller impact in Michigan than elsewhere. This research supports other recent research indicating that RTW reduces the wages of nonunion workers. Wisconsin’s RTW law was passed too recently to be included in the study.
Featured Spring 2016 Courses

We particularly recommend the following courses for students new to or considering Labor Studies. Please check Webreg for additional courses. If a course meets an SAS Core Curriculum requirement, the core is listed. Labor Studies courses fulfill nearly every core curricular requirement. Most of our classes do not require prerequisites. All are suitable for non-majors as well as majors.

100 Intro to Labor & Employment Relations *
   Th 12:35-3:35pm
   Index 08558
   Core SCL

110 Work, Society & the Quality of Life *
   W 7:15-10:05pm
   Index 14307
   Core 21C, SCL

202 Development of the Labor Movement II *
   W 9:50am-12:50pm
   Index 10353
   Core HST, SCL, WCr, WCd

215 Youth and Work *
   T 8:40-11:40am
   Index 11755
   Core 21C

220 Law for Business and Non-Profit Organizations *
   W 12:35-3:35pm
   Index 17442

230 People, Work & Organizations *
   W 9:50am-12:50pm
   Index 11062
   Core SCL

250 Finance for Personal and Professional Success *
   F 12:00-3:00pm
   Index 09913
   Core QR, QQ

302 Comparative Social & Employment Policy
   M 3:55-6:55

303 Black Workers in American Society
   W 7:40-10:30pm
   Index 10967
   Core 21C, SCL

310 Labor Relations in Professional Sports
   Th 7:15-10:05

312 Conflict and Conflict Resolution
   F 9:50am-12:50pm
   Index 02792

315 Employment Law *
   M 6:40-9:30pm
   Index 03276

325 Economics of the Employment Relationship
   T 7:15-10:05pm
   Index 07449

326 Negotiation
   Th 5:35-8:35pm
   Index 12487

345 Organizational Behavior *
   T-Th 4:30-5:50pm
   Index 12354

377 Democratic Workplaces
   T 9:15am-12:15
   Index 14393

378 Solving Labor Problems through Social Entrepreneurship
   T 12:00-3:00pm
   Index 17995

* Multiple sections available
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<td>37:575:340:01</td>
<td>American Labor Law</td>
<td>M 6:10p.m.-9:00p.m.</td>
<td>CAC - Scott Hall</td>
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<tr>
<td>37:575:345:01</td>
<td>Organizational Behavior and Work</td>
<td>M, W 2:15pm-3:35pm</td>
<td>C/D - Hickman Hall</td>
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<tr>
<td>37:575:345:02</td>
<td>Organizational Behavior and Work</td>
<td>T, Th 4:30p.m.-5:50p.m.</td>
<td>CAC - Scott Hall</td>
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<tr>
<td>37:575:359:01/01</td>
<td>Organizing for Social change</td>
<td>Th 12:35p.m.-3:35p.m.</td>
<td>C/D Labor Ed Ctr.</td>
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<td>37:575:363:01</td>
<td>Labor and the Global Economy</td>
<td>M, W 3:55p.m.-5:15p.m.</td>
<td>C/D - Hickman Hall</td>
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<td>37:575:364:01</td>
<td>Diversity in the Workplace</td>
<td>M 7:15p.m.-10:05p.m.</td>
<td>C/D - Hickman Hall</td>
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<td>37:575:378:01</td>
<td>Solving Labor Problems Through Social Entrepreneurship</td>
<td>T 12:00pm-3:00pm</td>
<td>LIV - Beck Hall</td>
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<tr>
<td>37:575:395:03</td>
<td>Perspectives on Labor Studies</td>
<td>Th 7:40p.m.-10:30p.m.</td>
<td>CAC - Scott Hall</td>
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<td>37:575:450:01</td>
<td>Senior Seminar</td>
<td>M 6:40p.m.-9:30p.m.</td>
<td>BUS - Sci. &amp; Engineering Resource Ctr.</td>
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