

**School of Business
Undergraduate Studies**

Indiana University Bulletin 1969/70



INDIANA UNIVERSITY

Bulletins for the following academic divisions of the University may be obtained from the Office of Records and Admissions, Bryan Hall, Indiana University, Bloomington, Indiana 47401, unless specified otherwise.

COLLEGE OF ARTS AND SCIENCES
DIVISION OF OPTOMETRY
SCHOOL OF BUSINESS*
SCHOOL OF DENTISTRY
SCHOOL OF EDUCATION*
DIVISION OF GENERAL AND TECHNICAL STUDIES
GRADUATE SCHOOL
SCHOOL OF HEALTH, PHYSICAL EDUCATION, AND RECREATION
NORMAL COLLEGE OF THE AMERICAN GYMNASTIC UNION
HERRON SCHOOL OF ART
INDIANAPOLIS LAW SCHOOL
JUNIOR DIVISION
SCHOOL OF LAW
GRADUATE LIBRARY SCHOOL
SCHOOL OF MEDICINE
DIVISION OF ALLIED HEALTH SCIENCES
SCHOOL OF MUSIC
SCHOOL OF NURSING
DIVISION OF REGIONAL CAMPUSES†
GRADUATE SCHOOL OF SOCIAL SERVICE
SUMMER SESSIONS
DIVISION OF UNIVERSITY EXTENSION‡

* Two *Bulletins* are issued: graduate and undergraduate.

† Write to this Division (Owen Hall) for a *Bulletin*, specifying the particular regional campus.

‡ Brochures on the Bureau of Correspondence Study, Bureau of Public Discussion, Labor Education and Research Center, and Audio-Visual Center are available from this Division (Owen Hall).

**SCHOOL OF BUSINESS
UNDERGRADUATE STUDIES
BLOOMINGTON**

INDIANA UNIVERSITY BULLETIN 1969/70

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INDIANA UNIVERSITY BULLETIN

(OFFICIAL SERIES)

Second-class postage paid at Bloomington, Indiana. Published thirty times a year (five times each in November, January; four times in December; twice each in October, March, April, May, June, July, September; monthly in February, August) by Indiana University from the University Office, Bloomington, Indiana 47401.

Vol. LXVI, No. 28 Bloomington, Indiana December 10, 1968

Calendars

Bloomington

1968-69

1969-70

First Semester

New student orientation and counseling

Junior Division	Sept. 8, Sun, 7:30 p.m.	Sept. 7, Sun, 7:30 p.m.
Transfer and graduate	Sept. 9, M, 9 a.m.	Sept. 8, M, 9 a.m.
Counseling	Sept. 10, 11; T, W	Sept. 9, 10; T, W
Registration	Sept. 11, 12, 13, 14; W, Th, F, S	Sept. 10, 11, 12, 13; W, Th, F, S
Classes begin	Sept. 16, M, 7:30 a.m.	Sept. 15, M, 7:30 a.m.
Midterm reports due	Nov. 8, F, 5 p.m.	Nov. 7, F, 5 p.m.
Thanksgiving recess begins (after last class)	Nov. 26, T	Nov. 25, T
Classes resume	Dec. 2, M, 7:30 a.m.	Dec. 1, M, 7:30 a.m.
Christmas recess begins (after last class)	Dec. 21, S	Dec. 20, S
Classes resume	Jan. 6, M, 7:30 a.m.	Jan. 5, M, 7:30 a.m.
Classes end	Jan. 16, Th	Jan. 15, Th
Exams begin	Jan. 17, F, 7:45 a.m.	Jan. 16, F, 7:45 a.m.
Exams end	Jan. 24, F, 5:15 p.m.	Jan. 23, F, 5:15 p.m.

Second Semester

New student orientation and counseling

Jan. 27, M	Jan. 26, M
Jan. 28, 29; T, W	Jan. 27, 28; T, W
Jan. 29, 30, 31, Feb. 1; W, Th, F, S	Jan. 28, 29, 30, 31; W, Th, F, S
Feb. 3, M, 7:30 a.m.	Feb. 2, M, 7:30 a.m.
March 28, F, 5 p.m.	March 27, F, 5 p.m.
March 29, S	March 28, S
April 7, M, 7:30 a.m.	April 6, M, 7:30 a.m.
May 7, W	May 6, W
May 23, F	May 22, F
May 24, S, 7:45 a.m.	May 23, S, 7:45 a.m.
May 31, S, 5:15 p.m.	May 30, S, 5:15 p.m.
June 9, M, 10 a.m.	June 8, M, 10 a.m.

Summer Sessions

Interession

June 3, T, 8 a.m.-12 noon	June 2, T, 8 a.m.-12 noon
June 3, T, 1-5 p.m.	June 2, T, 1-5 p.m.
June 4, W	June 3, W
June 18, W	June 17, W

Regular Session

June 16, M	June 15, M
June 17, 18; T, W	June 16, 17; T, W
June 19, Th, 7:30 a.m.	June 18, Th, 7:30 a.m.
July 4, F	July 4, S
Aug. 8, F	Aug. 7, F

Postsession

Aug. 11, M, 8 a.m.-12 noon	Aug. 10, M, 8 a.m.-12 noon
Aug. 11, M, 1-5 p.m.	Aug. 10, M, 1-5 p.m.
Aug. 12, T	Aug. 11, T
Aug. 26, T	Aug. 25, T

* 9:30, 10:30, 11:30, and 12:30 classes do not meet.

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Indiana University General Statement

Created in 1820 by an Act of the General Assembly, Indiana University has grown until it is now ranked the eleventh largest university in the nation in terms of full-time enrollment. The University is composed of 14 academic schools and 6 academic divisions, with a faculty exceeding 2,500. To meet the needs of approximately 47,000 full- and part-time students, the University offers 5,000 courses of instruction in more than 100 departments. Its graduate divisions offer 36 advanced degrees in 62 areas.

Students from all fifty states and from many foreign nations are enrolled on its main, Medical Center, and regional campuses. Indiana University is in year-round operation, with two regular semesters and a three-session summer program which is one of the largest in the nation.

Campuses. The main campus of the University at Bloomington comprises 2,000 acres of woodland traversed by the meandering stream known to generations of students as the Jordan River. Most major academic buildings are confined to the area between Third and Tenth Streets and Indiana and Jordan Avenues, while the Halls of Residence, fraternity and sorority houses, and University service divisions border this area. Buildings for the most part are constructed of native limestone, enhancing the natural beauty of the campus.

The 80-acre Medical Center Campus, located less than one mile from downtown Indianapolis, encompasses the Schools of Medicine, Nursing, and Dentistry, and the Division of Allied Health Sciences. On this campus are numerous academic and administrative buildings, clinical and research laboratories, residence halls, and the Union Building. The Medical Center has extensive hospital facilities, providing students with practical experience in patient care and health education.

Also located in Indianapolis are the University's Graduate School of Social Service, the Normal College of the American Gymnastic Union, the Indianapolis Law School, and the Herron School of Art.

The campuses of Indiana University are: Indiana University, Bloomington; Indiana University at Fort Wayne; Indiana University Northwest, Gary; Indiana University at Indianapolis; Indiana University Southeast, Jeffersonville; Indiana University at Kokomo; and Indiana University at South Bend. Indiana University courses are offered in a cooperative program at the Eastern Indiana Center of Earlham College in Richmond.

Additional University facilities include Bradford Woods, Crooked Lake, the Geologic Field Station in Montana, the Monroe County Reservoir biology site, the Goethe Link Observatory, and Camp Brosius at Elkhart Lake, Wisconsin.

Libraries. Ranked sixteenth in size among university libraries in America, the Indiana University Libraries system contains more than 5,000,000 items. Most of the books and periodicals have been selected by the faculties of the various departments to facilitate both instruction and research. Comprising the University Libraries system are a main library, for graduate and faculty use; an undergraduate library; the Lilly Library, for special collections and rare books; the several libraries at the regional campuses; school libraries, such as Music, Medicine, Law, etc.; and collections at housing units in the Halls of Residence system. In addition, many departments have collections centered around their specific areas of interest.

ADMISSION TO THE UNIVERSITY

An Indiana resident who (1) graduates from a commissioned (or accredited) high school, (2) ranks in the top half of his class, (3) makes scores above average for a high school senior on the College Board Scholastic Aptitude Test (SAT) or the American College Test (ACT), and (4) completes application procedures at the appointed

time may expect admission to Indiana University. All divisions enrolling freshmen use the same procedures and standards. The Admissions Committee is authorized to make exceptions to the above standards and invites students to submit evidence of unusual skills or abilities.

Preparatory courses should include four years of English (one-half unit each of speech and journalism may be included) and nine or more units in mathematics, science, foreign language, and social studies. Students seeking admission to the College of Arts and Sciences or School of Nursing should include two or more years each of mathematics, science, and foreign language. Students seeking admission to the School of Business should include two or more years of algebra and/or trigonometry.

Out-of-state freshmen will be selected from applicants whose rank and test scores are in the top fourth of high school seniors.

Transfer applicants from Indiana whose grades at all colleges attended average at least C (2.0 on a 4.0 system), whose records of conduct are clear, and whose applications have been completed at the appointed time may expect admission. Out-of-state transfer students will be admitted from applicants with an average of B or better.

Applications may be filed after completion of the junior year in high school. Early admission will be granted to superior students who have completed the required tests and are taking the necessary senior subjects. Transfer applicants may apply during the school year preceding proposed entry. Closing dates for applications are January 5 for second semester, May 15 for summer sessions, and July 15 for September. An application fee of \$10 is required of each applicant who is new to the University. All questions concerning admission should be directed to the Office of Records and Admissions, Bryan Hall, Indiana University, Bloomington, Indiana 47401.

Junior Division. All students entering Indiana University directly from high school and all students transferring to the University during their freshman year enter the Junior Division. The chief purpose of the Junior Division is to guide the freshman student toward his educational goal. Each freshman is assigned a faculty counselor (usually in his major department), who advises him in his program planning and assists him with any academic questions or problems.

All new freshmen should participate in the preregistration program held from mid-July through early August, and all freshmen will be expected to participate in the fall orientation program on campus, which acquaints them with organizations and services of the University and instructs them in study techniques.

FEES

Indiana University does not charge resident students a tuition fee for the cost of instruction. Fees charged nonresidents cover in part the cost of instruction. A portion of fees is allocated for cultural and recreational uses and for health services.

Fees are paid at the time of registration each semester and are subject to change by action of the Trustees.

Fee Courtesy. Faculty and staff members and their spouses receive a reduction in basic fees up to a maximum of three credit hours; there is no reduction in special fees, rentals, or deposits.

Basic Costs. Expenses for attending Indiana University at Bloomington for an academic year, including in-state semester fees, housing (room and board), and books and supplies total approximately \$1,346. Expenditures for clothing, travel, entertainment, and personal items are not included in this estimate.

Schedule of Fees, 1969-70

RATES PER SEMESTER (Flat Rates)	In-State	Out-of-State
Undergraduate* (10 or more hours)	\$195	\$525†
Medicine	375	800†
Dentistry	325	700†
Optometry	325	700†
Law—Bloomington (8 or more hours)	225†	560†

RATES PER CREDIT HOUR

Undergraduate* (1-9 hours)	\$ 15	\$ 35†
Graduate‡ (any number of hours)	15	37†
Graduate Business	16	39†
Law—Bloomington (1-7 hours)	16	37
Law—Indianapolis	16	37
Regional Campuses		
Undergraduate	15	23
Graduate	18	26

	Full Withdrawal	Partial Withdrawal
Fee Refund Schedule—First and Second Semester		
First Week (until Class Change Day)	100%	100%
Second and Third Week	50% or all except \$50, whichever is larger	0%
Thereafter	0%	0%
Correspondence Study		
High School Work		\$18 per course
Residents and Nonresidents		\$15 a credit hour
Adult Education Courses	Fees as announced by each campus	

SUMMER SESSION RATES PER CREDIT HOUR

Undergraduate*	\$ 15	35†
Graduate‡	15	37†
Graduate Business	16	39†
Law—Bloomington	16	37
Law—Indianapolis	16	37
Optometry	19	37†
Slavic Workshop	19	
Geologic Field Study	15	
Regional Campuses		
Undergraduate	15	23
Graduate	18	26

	Full Withdrawal	Partial Withdrawal
Fee Refund Schedule—Summer Session		
First Week (until Class Change Day)	100%	100%
Second Week	50% or all except \$50, whichever is larger	0%
Thereafter	0%	0%

SPECIAL FEES (in addition to basic fees)

Applied Music	\$35 a semester 17.50 for summer session
Student Teaching	50
Late Enrollment or Re-Enrollment	25
Other incidental special fees include laboratory, rentals, breakage, deposit, etc.	

* Includes Junior Division, Arts and Sciences, Business, Dietetics, Allied Health Sciences, Education, HPER, Music, NCAGU, and Nursing.

† Matriculants (at graduate or undergraduate level).

‡ Includes Graduate School, Social Service, Library School, and Graduate Division of Education, HPER, and Music.

HOUSING

The Halls of Residence system at Indiana University, recognized as outstanding among universities throughout the country, includes housing units for graduate, married, and single students. Other housing accommodations are available in private homes, apartments in town, and in fraternity and sorority houses.

Rates in the Halls of Residence range from \$810 to \$1,030 an academic year for single housing and from \$55 to \$165 a month for married housing apartments or trailers. **Less expensive accommodations for single students are provided in cooperative and residence scholarship housing units.** Fraternity and sorority housing runs slightly higher than Halls of Residence. When requesting housing accommodations in the University Halls of Residence, the student must enclose a \$25 deposit with his application. The Off-Campus Housing Office maintains a list of private rooms. Both offices are located at 801 North Jordan, Indiana University, Bloomington, Indiana 47401.

STUDENT SERVICES

Scholarships and Financial Aids. Information concerning scholarships and loans available to undergraduate students may be obtained from the Director of Scholarships and Financial Aids, 809 East Seventh Street, Indiana University, Bloomington, Indiana 47401. Graduate students may obtain information on scholarships and fellowships through the Office of the Graduate School.

Employment. The Student Employment Office lists openings for part-time jobs in the Halls of Residence, campus offices, libraries, Bookstore, Indiana Memorial Union, and fraternity and sorority houses. Students seeking suitable employment should contact the Student Employment Office, 809 East Seventh Street, Indiana University, Bloomington, Indiana 47401.

Student Health Service. Available to all regularly enrolled students on the Bloomington campus, the Health Service provides evaluation of the physical examinations required of students coming to the Bloomington campus for the first time, outpatient medical care similar to that expected from the student's family physician, a Psychiatric Clinic for evaluation and short-term therapy, a program in environmental health and preventive medicine, and assistance in the administration of the student group hospital insurance plan. The Health Center building, located at Tenth and Jordan, includes a 108-bed infirmary.

Clinical Services. Students have access to several clinics at the University. The Reading and Study Skills Clinic helps students to improve reading speed and comprehension. The Remedial Speech and Hearing Clinic provides therapy for students who have speech and hearing defects. The Psychological Clinic of the Department of Psychology, the Student Health Psychiatric Service, and the Counseling Office of the Division of Student Personnel help students with personal problems or with special problems in choosing careers.

Placement Services. The University maintains three job placement bureaus which serve students free of charge. The Bureau of Educational Placement registers qualified students for teaching and associated positions. The Business Placement Office of the School of Business arranges interviews with representatives from business and industry for students of all schools and divisions and for University alumni. It also publishes a list of openings. The Government Placement Office in Ballantine Hall helps students find employment with local, state, and federal agencies, including civil and foreign service agencies.

Indiana Memorial Union. Centrally located on campus, the Union provides numerous services. The Commons and Kiva are popular for snacks, the Cafeteria for self-service meals, and the Tudor Room for leisurely dining. Also in the Union are barber and beauty shops, a newsstand and post office, meeting rooms, three large lounges, and

a Browsing Room. Guest rooms for visitors are available in the Union's Biddle Continuation Center.

The Bookstore, also located in the Union, carries required and supplementary texts, used books, and supplies, as well as University insignia apparel and souvenirs. It also maintains a check-cashing service for the convenience of students and faculty. This self-supporting department of the University has two branch stores, one in Gresham Hall of Foster Quadrangle and one in Clark House of Daniel Read Center.

STUDENT ACTIVITIES

Students are encouraged not only to attend but to take part in extracurricular programs and activities, including athletics, theatre productions, the more than forty musical organizations on campus, debate and public speaking activities, and programs of the Department of Radio and Television. Others become interested in working with student publications, including *The Indiana Daily Student*, campus newspaper; *Arbutus*, the yearbook; and creative writing magazines.

Recreation. In addition to recreational programs of the Halls of Residence, social events of fraternities and sororities, and activities of independent groups, a program of indoor sports and recreation including bowling, table tennis, billiards, television, cards, and chess is maintained by the Indiana Memorial Union. A well-equipped Craft Shop is available to students without charge. The Union Board sponsors such events as Campus Quiz Bowl, formal dances and dinners, and pop concerts with nationally known dance bands and top entertainers. Special interest groups including the Spelunking, Sailing, and Rifle Clubs offer a variety of activity. Beechwood Heights, the University's 33-acre recreational area on Lake Lemon, eight miles east of Bloomington, provides facilities for swimming, sailing, picnicking, and outdoor games. Large state forest preserves and state parks are also within easy driving distance of the campus.

Cultural Events. The world's leading concert artists, professional Broadway plays, musicals, and ballets come to the campus for performance on the Auditorium, Auditorium Theatre, and Celebrity Series. Free convocations feature outstanding lecturers and distinguished presentations in politics, public affairs, sciences, and the arts. Reading and discussion series and forums and art exhibits are also scheduled. The School of Music presents professionally acclaimed student productions in the fields of opera, recital, and ballet. The University Theatre and the Indiana Theatre Company offer a full season of the best in drama on campus and, in summer seasons, at the Brown County Playhouse in Nashville.

Social and Traditional Events. Homecoming, President's Ball, Little 500 weekend, Military Ball, Christmas Eve on Campus, and the Madrigal and Lycea Dinners are among the traditional events at Indiana University.

Athletic Events. Indiana University is a member of the Big Ten Conference and participates in all Big Ten sports: football, baseball, basketball, golf, tennis, track, swimming, wrestling, and gymnastics. A large new stadium and field house are supplemented by other facilities including several sports fields, swimming pools, golf courses, and tennis courts.

An extensive intramural sports program provides recreational opportunity for every student.

Student Government. Students are urged to take part in the activities of student government, ranging from those of their living unit to the all-campus student government represented by the Executive (student body president and his cabinet), Legislative (Student Senate), and Judicial (Student Supreme Court) branches.

Student Organizations. There are approximately 150 student organizations on the Bloomington campus other than fraternities, sororities, and Halls of Residence groups, as well as representative groups of many local, state, national, and international organizations.

Scholastic Honoraries. Indiana University has chapters of the freshman scholastic organizations Alpha Lambda Delta, for women, and Phi Eta Sigma, for men. Other selective honoraries, such as Phi Beta Kappa of the College of Arts and Sciences, Order of the Coif of the School of Law, Phi Delta Kappa and Pi Lambda Theta of the School of Education, and Beta Gamma Sigma of the School of Business, are described in the specific school *Bulletins*.

Recognition Honoraries. Mortar Board for senior women and Blue Key for junior and senior men are national activity honoraries on campus which recognize their members for scholarship, leadership, and service. Other campus recognition groups for men include Tomahawk, independent sophomores; Flame Club, independent sophomores or above; Skull and Crescent, organized sophomores; Falcon, organized juniors; and Sphinx, organized seniors. For women, groups are Tomahawk and Enomene, for sophomores, and Pleiades, for organized juniors and seniors.

Religious Organizations. All church denominations welcome students into their worshipping congregations, and many churches sponsor specialized programs for students. The general religious groups and the YMCA and YWCA conduct extensive religious, social, and service activities on campus and in the community.

The Beck Chapel, near the center of the campus, serves all faiths and beliefs.

School of Business

DEVELOPMENT OF THE SCHOOL OF BUSINESS

The beginnings of education for business at Indiana University date back well over a century. The first *Catalog* of Indiana University, 1830-31, included political economy in the curriculum. From this first course, throughout the remainder of the century, there developed a Department of Political Economy, later referred to as the Department of Economics and Social Science. From early courses in these areas grew what is now referred to as the "core program" of study in the School of Business.

In 1902, several business courses were introduced and listed in the University *Catalog* of that year. A two-year "commercial course," preceded by two years of precommerce work in liberal arts, was established. In 1904, the first business catalog, referred to as the *Commercial Course Number*, was published. These commerce courses constituted the last two years of a four-year course of study leading to a baccalaureate degree. The first two years were a precommerce requirement and included all the required courses of the liberal arts curriculum of that period.

Thus was established more than a half century ago the pattern of building a program of professional education for business upon a liberal arts base—a pattern maintained throughout the years and currently emphasized in the education of the American businessman. In 1920 a separate School of Commerce and Finance was organized. The School became a member of the American Association of Collegiate Schools of Business in 1921, and in 1933 it was renamed the School of Business Administration and placed under the direct control of its own faculty. In 1938 the title of the School was shortened to the School of Business.

The Junior Division of the University was established for all first-year students in 1942. Since that time, enrollment in the School of Business has not included freshmen. Graduate work in business administration, first authorized in 1936, expanded rapidly after World War II. Programs for the degrees Master of Business Administration and Doctor of Business Administration were instituted in 1947. In 1961 the designation of the area of study formerly referred to as the Graduate Division of the School of Business was changed to the Graduate School of Business.

The terms Graduate School of Business and program of Undergraduate Studies are used in this *Bulletin* on appropriate occasions to designate the level of study concerned. When the term School of Business is used, reference is being made to the entire school, including both the Graduate School of Business and the program of Undergraduate Studies.

PURPOSE OF THE SCHOOL

In common with all institutions of higher learning, the Indiana University School of Business has three functions with respect to the information, knowledge, ideas, and insights with which it deals: (1) to communicate them; (2) to order, record, and preserve them; and (3) to originate them or stimulate their production. While teaching is the primary function of any educational institution, the School of Business seeks to provide, on both the graduate and undergraduate levels, instruction that is rooted in a tradition of scholarship and that encourages the generation of new ideas and knowledge.

The business firm, operating in a dynamic social, political, and economic environment, is studied as the key social institution of our times. In its programs the School of Business seeks to provide a firm base of liberal education consistent with that of any other professional preparation, to strive for adequate breadth within its own curriculum, and to maintain a continuing, lively interchange with related fields.

In its undergraduate and M.B.A. programs, the School seeks to prepare men and women for positions as executives and specialists in business; thus it serves a career-oriented clientele. The School prizes the opportunity to contribute to the development of more highly proficient, more scientific, and more fully professional business administrators. While the programs of the Graduate School of Business are regarded as fully professional activities, they are weighted, particularly at the master's level, toward a comprehensive understanding of the whole business process and its environment. The D.B.A. program emphasizes advanced academic studies and research.

It is a particular purpose of the School that its teaching and much of its research activity be future-oriented. The growing, rapidly changing character of the American economy has never been more evident than in recent years. The potentialities for continuing changes in technology, in institutional and organizational patterns, in leisure-time use, and in the relations of the American economy to the rest of the world are enormous. To be of any lasting value, education for business must develop in its students abilities to project their thinking and to shape the future. This purpose permeates all of the School's programs.

To equip the prospective executive for his professional responsibilities, the School seeks to orient its instructional and research activities around two themes—one, the businessman as a manager and executive, a planner, a decision-maker, an organizer and controller of operations in his particular firm; and the other, the businessman as an analyst of, and adapter to, the larger economic and political environment in which the firm finds itself. Both subject matter and instructional techniques are centered around decision-making and implementation.

Through the application of well-chosen case studies, the student is provided the tools for solving the concrete problems of management associated with such functions as finance, personnel, production, accounting, marketing, and related fields. Academic advisers recommend balanced course programs that are adjusted to the particular backgrounds and interests of individual students. Moreover, strong incentives for self-development are created by required comprehensive or general examinations set at each degree level.

In view of the great power wielded by many corporate managements in modern American society, it is important that each student leave the School with a salutary sense of his social responsibilities as a future executive, and with a personal philosophy of business which, while still evolving and flexible, is already reasonably articulate and coherent. The student must discover in his own mind and conscience the beliefs and purposes that can give an inner direction to his career.

INSTRUCTIONAL PROGRAMS

The great majority of the School's resources are committed directly to instructional activities, and, of these, the bulk are devoted to the degree programs. But an adequate summary of the total work of the School must also give attention to the other forms of instruction in which it engages, to activities that service and support the instruction enterprise, and to research and publication programs.

Degree Programs

The undergraduate program typically occupies the three final undergraduate years and leads to the degree Bachelor of Science in Business. As already indicated, this is a professional degree with an extensive arts, sciences, and humanities content.

The Graduate School of Business offers two degree programs. The program leading to the Master of Business Administration degree, requiring two academic years, provides professional training primarily for those seeking careers as business executives. For most such students the M.B.A. is a terminal degree. However, it is also a desirable approach to doctoral study for those who are qualified.

The doctoral program offers advanced education in business administration for students contemplating careers in college and university teaching, in research, or in professional staff capacities in business or governmental organizations. If the candidate's progress is successful at all stages, a doctoral degree should require about two calendar years of full-time study beyond the master's level. The typical candidate, who does a limited amount of concurrent teaching, research, or other work for the School, must plan a longer period of time to complete degree requirements. Most doctoral students in the Graduate School of Business presently are candidates for the Doctor of Business Administration degree. However, some seek the joint Doctor of Philosophy degree in economics and business, described later in this *Bulletin*.

The bachelor-master-doctoral degree programs represent a closely integrated sequence. Many students progress through two of the three levels at Indiana University and a few through all three—although, generally, the faculty advises students against taking all three degrees at one institution. With rare exceptions, graduate and undergraduate courses are fully segregated on the principle that mixed graduate-undergraduate classes usually either fail to challenge graduate students sufficiently or do not elicit enough undergraduate participation. Almost as sharp a delineation is maintained between courses at the master's and doctor's levels, partly because of the predominantly different career orientations of the two groups involved.

Two-Year Certificate Program

In cooperation with the Division of Regional Campuses, the School of Business in 1962-63 began a specific program of study leading to a certificate covering a two-year period. This program is available to students who desire to limit their education to two years but who wish to take a formal and recognized program of courses. A certificate indicating successful completion of the program is awarded upon recommendation of the dean of the regional campus or the Dean of the School of Business. Further detailed information is available in later sections of this *Bulletin*.

Other Instructional Activities

A vigorous collegiate business faculty performs many teaching and counseling services for other than its own degree candidates. They are not undertaken indiscriminately to the extent that they encroach upon the basic instructional and research programs. The practice is to provide extracurricular instruction whenever the particular project appears to be in the public interest, either contributes to or does not interfere with the curricular programs or faculty development and research, and does not make unreasonable demands on faculty members' time. Of special importance is the area of executive education.

The Bureau of Executive Education. The Bureau of Executive Education is responsible for coordinating all nondegree educational programs, including the Institute of Hospital Finance, Accounting, and Administration; the Graduate School of Savings and Loan; and many other study conferences, institutes, and programs. This Bureau conducts or sponsors a number of short business-study conferences in which students, faculty members, and visiting businessmen join in considering current issues of mutual interest pertaining to the management, production, marketing, financing, or related aspects of business, either in the area of internal business operations or in the national or world economies in which these operations take place.

The Indiana Executive Program. This course is designed to assist business executives in developing broader competence as business leaders. A brochure describing the Program can be obtained by writing to the Director of the Indiana Executive Program. Applications should be submitted to the Director prior to March 1.

The Indiana Executive Program Internationales. Designed for the non-American executive from a multinational corporation, this Program assists firms in the meshing

of non-American personnel overseas into the international managerial organization by introducing those executives to American concepts of general management.

Conferences, Institutes, and Community Services. Other special instructional programs conducted under School auspices are as follows:

1. The Graduate School of Savings and Loan for savings and loan officers, sponsored jointly with the American Savings and Loan Institute.
2. The Institute on Hospital Finance, Accounting, and Administration.
3. The Indiana Management Institutes, a series of special seminars designed primarily for middle management personnel, conducted by members of the Graduate School's faculty in various industrial centers throughout the state.
4. The Indiana Management Program for Small Business Managers, conducted in cooperation with the Division of University Extension and sponsored in cooperation with the Small Business Administration.
5. The Indiana University Business Conference, sponsored in cooperation with the School of Business Alumni Association, considers topics of major current interest to the business community.

Related Services and Facilities

Student Guidance and Counseling Services. *The student in the School of Business is responsible for planning his own program and for meeting degree requirements. It is his responsibility to understand fully, and to comply with, all the provisions of this Bulletin.*

An important portion of total faculty time is devoted to assisting students to make proper program and career choices. Each degree candidate is assigned a faculty adviser in his field of major interest who aids in his program planning, follows his progress, and is available for general counseling. The student may, in addition, turn to a member of the faculty specializing in the curricular area in which he is taking course work or contemplating study. He may obtain additional counseling from the Division of Student Personnel; from the Dean, Associate Deans, or Assistant Deans of the School; or from Business Placement.

Internship Arrangements. The School of Business arranges internships with business organizations that enable students to acquire practical experience along with professional study. The faculty and the participating firms jointly administer the selection and training of students under these internship plans.

Placement. The Business Placement Office, located in the School of Business, is a meeting ground for all Indiana University graduates seeking business careers and for business organizations wishing to employ college graduates. For all students and alumni of the University interested in business careers, every effort is made to assist in the evaluation of personal career potentials, to determine where individual skills can best be utilized, and to provide help in the organization of job campaigns. Each year several hundred companies send representatives to the School to interview prospective graduates with business career aspirations. Other firms provide information regarding opportunities of interest to both students and alumni. The Business Placement Office coordinates the recruiting programs, makes information available regarding all job openings brought to its attention, and refers qualified students and interested alumni to companies which do not interview locally. Current files of all School of Business alumni are maintained by the Placement Office and kept available for reference at any time after graduation. Placement services are also provided at those Indiana University campuses which have four-year programs.

The Business Library. The Business Library, a branch of the Indiana University Libraries system, is located in the School of Business Building. It contains a carefully selected collection of books, journals, and loose-leaf publications which are the most useful for students of business. These materials are arranged on open shelves with unlimited access granted to students; all except journals and reference books may be

checked out at the Loan Desk. To provide more current information, the Library indexes and makes available a large collection of corporate annual reports, pamphlets, and other ephemeral publications. At the request of class instructors, a small collection of books is maintained on closed reserve shelves; these books are available at the Reserve Desk. Experienced librarians on duty at the Reference Desk provide assistance in using catalogs, indexes, and all other materials, as well as conduct regularly scheduled and special tours of the library.

Persons doing research in some subject areas will find it necessary to use the Economics collection and the older business materials which are located in the Main Library. Also, materials required for study of business teacher education are located in the Main Library. Undergraduate students will find materials required for use in many of their courses in the Undergraduate Library and the libraries in each of the Halls of Residence.

RESEARCH AND PUBLICATIONS

The Graduate School of Business has been fortunate in obtaining very substantial financial support for its research activities from foundations, business organizations, government agencies, and individual donors. This sponsorship enables the School to support individual research projects and research seminars which result in publication of findings in professional journals, books, and monographs. Some of these publications treat highly theoretical studies; others are devoted to thoroughly concrete research projects. Some are on broad national or international topics; others focus on specific industries or markets, or on problems relating to the management, marketing, accounting, finance, production, or personnel problems of business firms. A wide spectrum of research activities is encouraged such as quantitative, historical, futuristic-oriented studies, and the development of new primary and secondary statistical sources.

The Bureau of Business Research. Founded in 1925, the Bureau fosters and supports the research activities of the Graduate School of Business and administers broad interfunctional research projects and executes an extensive research program of its own. The Bureau publishes monthly the *Indiana Business Review*, which carries statistical information about the state and its various cities and regions as well as a commentary on state and national business developments.

The Bureau also serves as a publisher of research results and related materials. This is accomplished through five active publication series, each designed with a specific objective in mind, yet integrated into a complete publication program.

1. The *Indiana Business Report* communicates the results of important research studies, theoretical work, and other material representing contributions to knowledge in various business fields.
2. The *Indiana Business Information Bulletin* series is designed for the publication of industry studies, case material, and the writing that is basically descriptive and application-oriented.
3. *Indiana Readings in Business* are volumes prepared by faculty members for distribution to Indiana University students.
4. The *Indiana Business Papers* provides a means of publishing outstanding speeches, conference proceedings, essays, and other materials of a nonroutine character not covered by another series.
5. The *Indiana Reprint Series* makes available reprints of articles published by Graduate School of Business faculty members in other scholarly journals.

Business Horizons. In December, 1957, the School commenced regular publication of a quarterly journal of analysis and commentary on subjects of professional interest to forward-looking business executives and students of business. *Business Horizons* is managed by an editorial board drawn from the School's faculty. It publishes articles by many outside contributors as well as by the School's own staff and students, and has a national and international audience.

Case Research Unit. The Case Research Unit program conducts case research in business, engages in case writing, and supplies the faculty with case and related materials for teaching purposes.

ORGANIZATION OF THE SCHOOL

The School's resident faculty, composed of more than 90 members, is its basic governing body. The various programs and curricula, as well as all major policy considerations, are created and reviewed periodically at meetings of the entire resident faculty. A number of committees appointed by the Dean assist in the recommendation to the faculty of various academic and operating policies. At various times these committees are assigned specific administrative responsibilities.

The general administration is provided by the Dean, an Associate Dean for Academic Affairs, an Associate Dean for Administration, an Assistant Dean for Student Affairs, and an Assistant Dean for Regional Campus Programs. The members of this group are assisted by the chairmen of the B.S., M.B.A., and D.B.A. programs; the department and area chairmen; and the directors of various operating units, such as the Business Placement Office and the Bureau of Business Research.

Faculty Associates

Each year the School of Business invites distinguished businessmen from its own region and from the nation at large to serve as its Faculty Associates during the academic year. The Associates contribute to the program in many capacities, e.g., by speaking to student groups, by counseling individual students, by advising the faculty in its curricular and research planning, and by suggesting improvements in the services of the School for the business community.

DEPARTMENTAL AND CURRICULAR STRUCTURE

The faculty of the School of Business is organized into six departments and eight areas of specialization, the latter being coordinate with the former but having generally smaller staffs. Most of the School's course offerings are made available through the departments and areas. In a few courses which are not attached to particular departments or areas, however, instructional staffs are directly responsible to the Dean and to the general faculty of the School.

Although recognition is given to the importance of departmental and area organizations, the School of Business follows the general principle of flexibility in organization. Thus, some members of the faculty may have responsibilities to two or more departments, areas, or programs. As well as being responsible for a specific division of the School's operation, the chairmen of the departments and areas are considered to be general officers of the School.

STUDENT ORGANIZATIONS

The faculty of the School recognizes that student organizations may contribute greatly to the programs of the School. Some of these organizations are honorary in nature and facilitate recognition of outstanding performance. Of primary importance is Beta Gamma Sigma, the national honorary business fraternity. Other organizations enable students to develop their interests in various fields through extracurricular programs.

Beta Gamma Sigma. Undergraduate membership in this national scholastic honorary business fraternity is restricted to the upper 10 percent, or less, of the senior class and the upper 4 percent, or less, of the junior class. Graduate students pursuing the M.B.A. degree are eligible for membership and may qualify for election. All successful D.B.A. degree candidates are eligible for membership if not previously admitted.

Beta Alpha Psi. Graduate and undergraduate accounting majors of high scholastic standing who have demonstrated qualities of integrity and leadership are eligible for membership in Beta Alpha Chapter of Beta Alpha Psi, the national professional accounting fraternity. The purposes of this fraternity are to encourage and foster the ideal of service as the basis of the accounting profession; to promote the study of accountancy and its highest ethical standards; to act as a medium among professional men, instructors, students, and others who are interested in the development of the study or profession of accountancy; to develop high moral, scholastic, and professional attainments in its members; and to encourage cordial intercourse among its members and the profession generally.

Delta Pi Epsilon. This organization is a national honorary graduate fraternity for men and women in business education. The purpose of the fraternity is to give recognition and service to outstanding teachers and leaders in the field.

Accounting Club. This club is designed to establish and maintain a close fraternity among Indiana University accounting students, alumni engaged in accounting work, the accounting faculty, and practicing accountants in this area. To accomplish this aim, the Accounting Club holds regular discussion meetings, usually led by a prominent practicing accountant.

A.I.E.S.E.C. U.S. The U.S. Affiliate of The International Association of Students in Economics and Commerce. This School of Business organization participates in an international student exchange program to provide summer training experience with business firms in Europe, Africa, and South America. All University students are eligible for the program. Interested persons should contact the International Business Department in the School of Business.

Alpha Delta Sigma. This is a national professional fraternity for men interested in advertising. Through speakers and projects, the organization seeks to bridge the gap between advertising education and advertising practice.

Delta Sigma Pi and Alpha Kappa Psi. These national professional fraternities for men enrolled in schools of business foster the study of business in universities, encourage scholarship, promote closer affiliation between the business world and students of business, and further the development of high standards of business ethics.

Finance Club. This is an organization of undergraduate students interested in careers in finance. The program includes meetings with prominent people in banking, brokerage, investments, and other phases of finance as well as trips to financial institutions in the large cities.

Graduate Finance Club. The graduate students in finance often meet with the undergraduate finance group, but they also have a separate organization which is affiliated with the American Finance Association. Meetings of the Graduate Finance Club usually take the form of seminars, with faculty members or graduate students presenting the results of research and special studies.

Insurance Club. This club brings together students interested in any or all fields of insurance, including life, fire, and casualty; makes business contacts for them; and periodically invites men actively engaged in the profession to be speakers.

Marketing Club. All students majoring in the field of marketing are eligible to join this organization, which is affiliated with the American Marketing Association. Its objectives are to further the individual welfare of its members, to acquaint them with practical situations in the marketing field, to foster marketing research in the field of advertising, retailing, and sales, and to promote fellowship among the marketing students and the faculty. Outside speakers frequently address the club.

Omicron Delta. The purposes of this organization, a local professional sorority for junior and senior women in the School of Business, are to promote high ideals in business, to foster relationships with business, and to encourage that devotion to a career which is necessary for distinctive service.

Real Estate Club. Students interested in the field of real estate may become members of this organization. It provides special programs designed to foster closer working relations among students, faculty members, and business executives in this field.

Sigma Iota Epsilon. This organization is the national honorary and professional fraternity for men and women studying professional business management. Its purposes are to encourage and recognize high scholarship and to advance the professional management movement. Regular professional meetings are held.

Production Management Club. The purpose of this organization is to develop a better understanding of the field of production management among business students. Membership is open to all students interested in the field. To further its objectives, the Club sponsors tours of local manufacturing facilities, formal presentations on various topics pertinent to the field of production management, and informal discussions with business executives active in the field of production management.

Transportation Club. Students interested in problems and programs of transportation become members. The club provides special programs to foster a working relationship between students and executives of the industry from the different transportation carriers, industrial traffic managers, and regulatory agencies.

American Society for Personnel Administration—Indiana Student Chapter. Recognizing that virtually all aspects of business involve personnel relations, the Indiana University chapter, a student affiliate of the Society, welcomes membership of all business majors. The organization aims to foster increased understanding of the business environment, with particular emphasis upon personnel administration; to promote unified relations between members; and to facilitate student-faculty relations. Varied programs include field trips to local or district firms, speeches by prominent personnel and labor-relations leaders, and student-faculty discussions.

PRIZES, AWARDS, AND SCHOLARSHIPS

The following awards are made to students in the School of Business: Beta Gamma Sigma Scholarship Prizes, William A. Rawles Key Award, Alpha Kappa Psi Medallion Award, Delta Sigma Pi Award, Indiana Association of Certified Public Accountants Award, Haskins and Sell Foundation Award, and the Wall Street Journal Award.

Dean's Honor List. All undergraduate students in the School of Business with a semester grade-point average of 3.3 or higher are recognized on the Dean's Honor List.

Honors. Honors for excellence in scholarship are awarded at Commencement to a limited number of students graduating with the degree Bachelor of Science in Business. The number so honored will not exceed 10 percent of the graduating class in the School for that year. Graduates whose grade-point averages are 3.65 or higher and who complete at least 60 credits in residence at Indiana University are graduated "With High Distinction." The remainder of the 10 percent are graduated "With Distinction." Graduates receiving these honors have them so noted on their diplomas and in the Commencement program and are eligible to wear the cream and crimson *fouregère* at Commencement.

Aid to Veterans. Financial aid is available to veterans of military service under the government benefits of Public Laws 894, 815, 138, or 358. Dependents of military personnel may qualify for financial aid under Public Laws 634 or 361. Requests for information about these benefits should be addressed to the Veterans Administration Regional Office, 36 South Pennsylvania Street, Indianapolis, Indiana 46204.

Graduate Fellowships and Assistantships. Funds are available for fellowships, teaching associateships, research fellowships, and graduate assistantships in the School of Business. Current details may be obtained from the Dean of the Graduate School of Business.

Undergraduate Studies

The programs of Undergraduate Studies provide opportunities for breadth of education as well as for a reasonable amount of specialization. As a member of the American Association of Collegiate Schools of Business, the School subscribes to the principle that a significant portion of a student's academic program should center in general education subjects. The general education aspects of the program are then complemented by study in the basic areas of business administration. The application of this principle assures the planning of balanced study programs and at the same time enables a student with an interest in one or another professional area of business to specialize in that field.

In addition, all undergraduate study programs include courses which assure the development of a basic understanding of the principles and practices involved in the management of business firms in the dynamic economic, social, and political environment of the world today. Consideration is given also to basic trends of development that are likely to shape the pattern of the world in the years ahead. Beyond these basic requirements, students are given an opportunity to pursue studies in management and administration or to select a major from a wide variety of subject-matter areas.

Upon admission to senior standing, the student enjoys a number of privileges and opportunities. His range of elective courses is wider than at any other stage of his program. Special opportunities are provided for discussions and counseling with senior members of the faculty. Courses on this level assure widespread participation by students in the discussion and solution of cases, projects, and special problems drawn from the contemporary business scene. Honors courses are available for seniors with outstanding scholastic records. A number of internship programs and industry studies are available to seniors with specialized professional interests. Also, seniors typically hold responsible offices in professional student organizations affording them unusual extracurricular opportunities for development. The course X410, Personal Adjustment to Business, prepares seniors for the transition to the world of business and helps them to locate and select employment opportunities that hold greatest promise for them.

The study program does not end with graduation. In recognition of the importance of continuing education beyond the classroom and after the completion of formal courses, the School's faculty has encouraged all seniors, as well as graduates of the M.B.A. program, to pursue a program of guided reading and general development following graduation.

Undergraduate students in the School may pursue curricula in (1) a general program, (2) specialized subject-matter fields, and (3) combined programs based on selected courses in the School and in various other schools and departments of the University.

REQUIREMENTS FOR ADMISSION

To Undergraduate Study in the School of Business through the Junior Division. A student must have completed 26 hours of satisfactory credit on the college level, either at Indiana University or elsewhere. For all courses completed, the student must have a minimum average of C (2.0).

To Undergraduate Study in the School of Business from Other Schools of Indiana University. Students registered in any other school or college of Indiana University, except freshmen, may transfer to the School of Business at the beginning of any semester, provided they are in good standing, have a C (2.0) average or above, and have completed or made arrangements to complete the specified courses required by the School of Business.

Transfers from Other Educational Institutions. Students transferring with fewer than 26 credit hours will matriculate in the Junior Division either on the Bloomington campus or at one of the other Indiana University campuses.

Students with 26 or more transferable hours will be admitted to full standing if they meet the following requirements:

1. A cumulative average of C (2.0) or higher. (Applicants residing outside Indiana must have approximately a 2.5 average.)
2. A high school record showing satisfactory entrance units.
3. Honorable dismissal from the institution last attended.
4. Presentation of a record of time spent and credits and grades secured in all subjects taken in other institutions. No credit will be allowed for courses taken in another institution in which the student received a grade equivalent to D or below at Indiana University.

Application for advanced standing should be addressed to the Office of Admissions as early as possible. (See page 6.)

Transfer Credit Policy. Students of approved colleges who transfer to undergraduate study in the School of Business must take the courses required in the freshman and sophomore years by the School of Business if they have not had equivalent courses in the school from which they transfer.

Courses in advanced business subjects, not open to freshmen and sophomores, which have been taken in other institutions in the freshman and sophomore years will not be accepted as equivalents of the courses offered at Indiana University unless the student passes special examinations of the School of Business in such subjects.

The School of Business will accept transfer students as late as the senior year. However, all transfer students, whether from other schools of Indiana University or from other educational institutions, will be required to pass the Junior Comprehensive Examination, X391, to be eligible for senior standing.

Veterans' Credit. Veterans of military service are eligible for academic credit as a result of their military training and experience. The School follows the provisions of the *Guide to the Evaluation of Educational Experiences in the Armed Services* in granting credit. In general, this provides that a student who has completed from six months to one year of active duty is eligible for two credits, equivalent to first-year ROTC. A veteran of more than one year is eligible for four credits, equivalent to two years of basic ROTC, and two credits for one year of freshman physical education. Additional credit as may be justified is awarded on the basis of special training programs. Copies of official discharge or separation papers or transcripts must be submitted as a basis for granting credit. Evaluation of service credit is administered by the Office of Records and Admissions.

POLICIES GOVERNING UNDERGRADUATE STUDY

Hours Requirement. The minimum number of credit hours required for the baccalaureate degree is 123 in courses meeting the various requirements stated in this *Bulletin*. Of these, 48 hours shall be in business and economics courses and at least 56 hours shall be in courses other than business and economics.

Grade Code. The official grade code of the University is as follows: A (highest passing grade), B, C, D (lowest passing grade), F (failed), I (incomplete), WF (withdrawn, failing), S (satisfactory), and W (withdrawn).

Quality points are assigned for purposes of determining the cumulative grade average as follows: A=4 credit points; B=3; C=2; D=1; F or WF=0. No points are assigned for I, S, or W.

Grade-Average Requirements. A minimum cumulative grade average of C (2.0) is required. Grades of A, B, C, D, F, and WF are included in the grade average. Transfer students admitted from other institutions with deficiencies in credit points are expected to overcome those deficiencies with Indiana University grades.

A student must have a minimum cumulative grade average of C (2.0) to enter undergraduate study and must have a minimum cumulative average of C (2.0) to graduate.

Class Standing. Class standing is based on total credit hours which count toward minimum degree requirements. Credit hours required are as follows: senior, 86 or more; junior, 56-85; sophomore, 26-55; freshman, fewer than 26.

Semester Load. A typical academic load is 12 to 18 credit hours with an average load being approximately 15 credit hours. A student expecting to carry more than 18 credits should have a cumulative B (3.0) average or have earned a B (3.0) average in his last full semester. Underloads are not appropriate unless a student is limited in time because of health or employment reasons. The maximum load is 20 credit hours.

Addition of Courses. No course may be added after the first two weeks of a regular session or one week in a summer session unless the instructor of the course petitions that an exception be made and the request is approved by the dean of the school in which the course is offered and the dean of the school in which the student is registered.

Withdrawals. A grade of W is given automatically on the date of withdrawal to the undergraduate student who withdraws during the first three weeks of a regular semester or during the first two weeks of a summer session. Thereafter, it is given only when the student withdraws with the approval of his dean, based on urgent reasons relating to health or equivalent distress, and if the student is passing on the date of withdrawal. If the student is failing on the date of withdrawal, the grade recorded on that date shall be WF (withdrawn, failing).

Incompletes. If a student is not in attendance during the last several weeks of a semester, the instructor may report a grade of I (indicating that the work completed is satisfactory but that the entire course has not been completed) if he has reason to believe the absence was beyond the student's control; if not, he shall record a grade of F. A grade of Incomplete must be removed within one calendar year of the date of its recording, or the dean of the school in which the student is registered will authorize the grade to be changed to F. A grade of Incomplete may be removed if the student completes the work within the time limit or if the dean authorizes the change of the Incomplete to W. A student may not enroll in a course in which he has a grade of Incomplete.

Senior Residence Requirement. The senior year (the last 30 credit hours of work) must be completed in residence on one of the campuses offering a four-year program—Bloomington, Northwest, South Bend, or Fort Wayne.

A minimum residence of two semesters in the School of Business is required.

Permission to take credit during the senior year not in residence may be procured, to a maximum of six credits, by petitioning the Dean.

Division of Regional Campuses. Four-year undergraduate degree programs in certain concentration areas may be completed at Indiana University Northwest, Indiana University at South Bend, and Indiana University at Fort Wayne as well as at the Bloomington campus. Students may complete all or part of the first three years at Indiana University at Indianapolis and Indiana University Southeast to a maximum of 90 credit hours. Students may complete a part of the first three years at Indiana University at Kokomo and the Eastern Indiana Center to a maximum of 60 credit hours; in certain instances some students may earn up to 75 credit hours.

Correspondence Study. Credit to a maximum of 60 hours may be taken through the Bureau of Correspondence Study of the Division of University Extension. Full-time students in residence may not take courses by correspondence. Because of their basic nature in a student's program, the following courses may not be taken by correspondence to count toward degree requirements: Bus. A200 (or A201-A202), F301, M301, L201, W300; Econ. E201-E202, E370.

Extension, Correspondence, or Evening-Division Credits. Credits earned through extension, correspondence, or evening-division facilities of other universities are typically limited to a maximum of 60 credit hours.

General Scholarship Rule. Any student who does not possess the necessary preliminary training or who lacks other qualifications may be required by the Committee on Admissions and Probation to enroll in such courses as the Committee may designate or to take such other corrective action as is necessary or desirable. The Committee may review a student's record at any time and take whatever action seems necessary for his best interest or for the best interest of the School.

Upon the recommendation of the Committee on Admissions and Probation, and with the approval of the Dean of the School of Business, any student whose work is unsatisfactory or whose conduct is unethical may be dismissed from the School of Business.

Academic Standing. Those students who consistently maintain a record of C (2.0) or higher in both their cumulative and semester records are considered to be in good standing.

Probation. A student is on probation for the duration of the next regular semester or summer session in which he is registered following the one in which he failed to attain a C (2.0) average. He is also on probation whenever his cumulative average is below a C (2.0).

Dismissal. At the discretion of the Committee on Admissions and Probation, a student may be dismissed from the School if he (1) makes less than a D (1.0) average for a semester, or (2) is on probation two consecutive semesters and his cumulative grade average is less than C (2.0). In special cases a student who has been dismissed may petition the Committee for readmission. In such cases petitions must be submitted on or before July 15 for the fall semester, January 5 for the spring semester, and May 15 for the summer sessions.

Absences. Illness is usually the only acceptable excuse for absence from class and must be officially confirmed. A student's excessive absence may be reported by his instructor to the Dean of Students.

A student who misses a final examination and who has a passing grade up to that time is given temporarily a grade of Incomplete if the instructor has reason to believe the absence was beyond the student's control. The Committee on Absence of the Office of the Dean of Students reviews excuses for absences from final examinations and notifies instructors of its decisions.

Elementary Composition. Every student must demonstrate his ability to use correct and concise English. This requirement will be satisfied when either English W131, Elementary Composition I (2 cr.), or English W140, Elementary Composition, Special Program (2 cr.), has been completed with a grade of C or higher.

Comprehensive Examination. Each undergraduate student in the School of Business is required to pass a comprehensive written examination in the first or second semester of his junior year after completion of the basic or "core" courses. The examination tests the student's ability to apply knowledge gained in these courses: Bus. A201-A202, F301, J301, L201, M301, P301, W301; Econ. E201-E202, E370.

The examination tests the student's ability to apply principles in the solution of practical business problems, not his knowledge of subject matter. Examinations are given three times a year near the end of each semester and the summer session. It is to the student's distinct advantage to plan his program so that the basic courses will be completed not later than the last semester of his junior year. Satisfactory completion of this examination is a prerequisite to many of the higher-level courses in the School, as indicated in the list of courses in this *Bulletin*.

Placement. All undergraduate students are required to register with the Business Placement Office. Bus. X410, Personal Adjustment to Business (1 cr.), must be completed satisfactorily during the fall semester of the academic year in which graduation requirements are completed. Students in other schools or divisions of the University may use the facilities of the Placement Office.

Physical Education and ROTC Courses. Physical education is required by general University regulations for all freshman students on the Bloomington campus.

ROTC (Reserve Officer Training Corps) courses are elective. Students interested in either the Army or Air Force program should check with the appropriate service representative.

Both physical education and ROTC courses carry regular credit and count toward minimum degree requirements. Grades earned in these courses are included in the cumulative grade average.

Combined Curricula for Women. All the curricula of the School of Business are open to women. However, the School recognizes the fact that many young women wish to combine their education for business careers with work in such fields as science, literature, music, journalism, art, home economics, or the social sciences. Study programs specifically adapted to the meeting of such needs may be arranged for women in the School of Business. They may be exempted from certain concentration requirements in the various curricula upon recommendation of a faculty adviser and approval of the Director of the Undergraduate Program.

Special Credit Examinations. A student regularly registered in the School of Business may request a special credit examination in subjects offered in the School of Business. Approval to take such examinations must be given by the departmental chairman or by the professor in charge of the area involved. Typically, work experience will not provide a sufficient basis for a credit examination. Formal training of an academic nature is normally expected. Successful completion of the examination entitles the student to the regular number of credit hours, with a grade, in the subject.

Concentration Declaration. Students declare a concentration prior to the beginning of a semester and will be expected to meet the requirements for that concentration during the semester. Any student who has not selected a specific concentration will be classified as a management and administration major and will be expected to follow the program of that concentration.

Credit Deadline. All credit of candidates for degrees, except that for the work of the current semester, must be on record at least one month prior to the conferring of the degrees.

Requirements for a Second Bachelor's Degree. Normally the holder of a bachelor's degree who wishes to pursue further education is encouraged to become qualified for admission to graduate study. In certain cases, however, a student may be admitted to candidacy for a second bachelor's degree. When such admission is granted, the candidate must earn at least 30 additional credit hours in residence and meet the requirements of the School of Business and of the concentration in which he is a candidate.

UNDERGRADUATE CURRICULA

All undergraduate curricula in the School of Business consist essentially of three parts: (1) the general education core, (2) the basic business administration core, and (3) the professional courses for a concentration in business administration.

The following listing details the courses and credits which all undergraduate curricula require in each of these areas. In certain curricular concentrations, specific general education courses are required within the seven groups of courses listed.

General Education Core Courses*

	Credit Hours
I. COMMUNICATIONS	4
Eng. W131 Elementary Composition	2
Spch. S121 Public Speaking I	2
II. HUMANITIES	6
Any two courses selected from:	
Classics C250 Greek Literature in Translation	3
Classics C260 Roman Literature in Translation	3
Comp. Lit. C145-C146 Major Themes and Characters in World Literature I-II	3-3
Eng. L101-L102 Freshman Literature I-II	3-3
Fine Arts H223-H224 Introduction to History of Art I-II	3-3
Hist. & Philos. of Sci. X303 Introduction to Philosophy of Science	3
Mus. M201-M202 Literature of Music I-II	3-3
Phil. P100 Introduction to Philosophy	3
Phil. P200 Problems of Philosophy	3
Phil. P240 Ethics	3
Phil. P250 Logic	3
Phil. P260 Metaphysical Problems	3
Phil. P261 Ways of Knowing	3
Rel. R152 Introduction to Religions of the West	3
Rel. R153 Introduction to Religions: Far East and India	3
Spch. S247-S248 Introduction to History of the Theatre I-II	3-3
Spch. S437-S438 History of American Public Address I-II	3-3
Foreign Language, second-, third-, and fourth-year courses	
III. AMERICAN INSTITUTIONS	6
A two-course sequence selected from:	
†Econ. E412-E413 American Economic History I-II	3-3
Gov. G103-G104 Introduction to American Government I-II	3-3
Hist. H105-H106 American History: General Course I-II	3-3
Hist. A329-A330 Social History of American Enterprise I-II	3-3
IV. INTERNATIONAL INSTITUTIONS	6
Any two courses selected from:	
†Econ. E310 Modern European Economic History	3
Econ. E325 Comparative Economic Systems	3
Econ. E430 Introduction to International Economics	3
Econ. E493 Developmental Problems of Nonindustrialized Countries	3
Geog. G213 Introduction to Economic Geography	3
Geog. G413 Economic Geography	3
Gov. G361-G362 Near East Political Systems I-II	3-3
Gov. G363 Western European Political Systems	3
Gov. G364 Totalitarian Political Patterns	3
Gov. G367 Soviet Political System	3
Gov. G369 Contemporary Problems of Asia	3
Gov. G375 Politics and Administration in South Asia	3
Gov. G376 Politics and Administration in Southeast Asia	3
Gov. G381 African Political Systems	3
Gov. G385 Government and Politics of Latin America	3
Gov. G415 International Law	3
Gov. G416 International Organization: Political and Security Aspects	3
Gov. G417 International Organization: Social and Economic Aspects	3
Gov. G443 Philosophical Foundations of Marxism	3
Gov. G445 Interpretations of International Politics	3
Gov. G464 Government and Politics of East Europe	3
Hist. B358 Europe and the Industrial Revolution, 1750-1815	3
Hist. B361-B362 Europe in the 20th Century I-II	3-3
Hist. C391-C392 History of Medieval and Modern Near East I-II	3-3
Hist. D424 History of Eastern Europe in the 19th and 20th Centuries	3
Hist. D425 History of the Balkans, 18th Century to 1914	3
Hist. D426 History of the Balkans, 1914 to Present	3
Hist. D428 History of East-Central Europe, 1914 to Present	3
Hist. E431-E432 History of Africa I-II	3-3
Hist. F441-F442 History of Latin America I-II	3-3
Hist. G451-G452 The Far East I-II	3-3
Hist. H203-H204 Islamic Civilization I-II	3-3

* For students entering Indiana University in the 1968-69 academic year or after; students matriculating prior to 1968-69 should see pages 24-25 in the 1967-68 *School of Business Bulletin*.

† These economics courses may be counted toward the general education requirements of 56 hours of other than business and economics courses.

	Credit Hours
V. MATHEMATICS	6-8
Math. M118 Finite Mathematics	3
and either	
Math. M119 Brief Survey of Calculus, or	3
Math. M211 Calculus, or	3
(Only for students with requisite previous work in analytic geometry who plan to take further mathematics or courses including Math. M216)	
Math. M215 Analytic Geometry and Calculus I	5
(Only for students without requisite previous work in analytic geometry who plan to take advanced mathematics courses including Math. M216)	
Before enrolling in Math. M118 and Math. M119, students with less than two years of high school algebra and/or trigonometry must take either:	
Math. M115 Review of Algebra and Trigonometry, or	5
Math. M117 Partial Review of Algebra and Trigonometry	3
VI. BEHAVIORAL AND NATURAL SCIENCES	14-16
A. Behavioral Sciences	
Both required:	
Psy. P101 Introductory Psychology I	3
Soc. S161 Principles of Sociology	3
B. Natural Sciences	
One course selected from:	
Anat. A210 Elementary Human Anatomy	5
Biol. B100 Man and the Biological World	5
Biol. B105 Introduction to Biology I	5
Bot. B101 Plant Biology	5
Chem. C100 Chemistry	5
Chem. C101 Elementary Chemistry I	5
Chem. C105 Principles of Chemistry	5
Chem. S107 Fundamentals of Chemistry, Honors	5
Phys. P100 Physics in the Modern World	5
Phys. P201 General Physics: Mechanics, Heat, and Sound	5
Phys. P221 General Physics: Mechanics, Heat, and Sound	5
Phys. S221 Honors Course in Introductory Physics I	5
Zoo. Z103 Animal Biology	5
C. One additional course chosen from:	
Anth. A104 General Anthropology II, or	3
Psy. P102 Introductory Psychology II, or	3
Soc. S232 Society and the Individual, or	3
The natural sciences listed above, or	
A second course in the natural sciences for which one of the natural sciences listed above is a prerequisite.	
VII. GENERAL EDUCATION UNRESTRICTED ELECTIVES	10-14
(Physical education required on the Bloomington campus in freshman year.)	

Basic Business and Economics Core

Students who entered Indiana University prior to 1968-69 should refer to the *Bulletin* of the year they entered for the graduation requirements applicable to them.

For students who enter Indiana University in 1968-69, a typical four-year program would be (core courses are italicized):

FRESHMAN YEAR	Hours	SOPHOMORE YEAR	Hours
Eng. W131—Elementary Composition I	2	Econ. E201-E202— <i>Principles of Economics I-II</i>	6
Spch. S121—Public Speaking	2	*Bus. A201-A202— <i>Introduction to Management Accounting I-II</i>	6
Behavioral and Natural Science	11-13	Behavioral Science	3
Mathematics	6-8	†Bus. L201— <i>Legal Environment of Business</i>	3
American Institutions	6	Econ. E370— <i>Interpretation of Business and Economic Data</i>	3
Physical Education	2	Humanities	6
Electives	1-3	Electives	3

* Accounting majors will take Bus. A200, 5 hours, in the first semester.

† Business Education majors will take Bus. L200 instead.

JUNIOR YEAR	Hours	SENIOR YEAR	Hours
International Institutions	6	Bus. X410— <i>Personal Adjustment</i>	1
Bus. F301— <i>Principles of Finance I</i>	3	to <i>Business</i>	3
Bus. J301— <i>Organizational Behavior</i>	3	Bus. W401— <i>Administrative Policy</i>	27
and <i>Leadership</i>	3	Electives and concentration requirements	
Bus. M301— <i>Principles of Marketing I</i>	3		
Bus. P301— <i>Operations Management</i>	3		
Bus. W301— <i>Simulation of Business Enterprise</i>	2		
Bus. X391— <i>Comprehensive Examination</i>	0		
Electives and concentration requirements	10		

CURRICULAR CONCENTRATIONS

The undergraduate curricula outlined on the following pages include: (1) the general curriculum; (2) specialized curricula; and (3) programs involving combinations of courses given by the School of Business and by various other departments and schools of the University. Students with special interests, such as in a specific industry, may plan programs that vary somewhat from those outlined below with the permission of faculty advisers.

THE GENERAL PROGRAM

Professor Bossort (Adviser)

For students who wish to pursue a broad general program, this curriculum provides a vehicle for organizing their studies. The integrating focus is the responsibility for administering the multiple operations of the business firm in a rapidly changing environment. Emphasis is on the processes involved in setting goals for corporate effort, coordinating and controlling multiple programs, and regulating inputs and outputs with varied environments.

Objectives at the undergraduate level are to provide a broad liberal education as a base and to develop proficiency in understanding and solving interrelated business problems.

Course Requirements*

Junior and Senior Years: Any combination of 6 credit hours must be taken from: Bus. A221, A325, F302, G300, K325, L303, L305, M303, N300, R300, T300, U300, Econ. E340, E350, E360; any combination of 6 credit hours must be taken from: Bus. D420, F420, G406, G409, J440, M402, P429, S403, T410, G404, Econ. E445.

Specialized Curricula

ACCOUNTING

Professors Dieterle, Frumer, Hay, Milroy, Myers (Chairman and Adviser), Pressler, Seawell, Spencer, Walden, Wilson; Assistant Professor Smith.

The accounting curriculum prepares students for positions as accountants, auditors, controllers, income tax accountants, financial statement analysts, cost accountants, budget officers, and governmental or institutional accountants. In addition, it equips the prospective business executive with a tool for intelligent analysis, prediction, decision-making, and control. The accounting curriculum also provides excellent background for the student desiring to pursue graduate work in business administration or law.

Accounting graduates who meet requirements of the State Board of Certified Accountants of Indiana are eligible to sit for the Uniform C.P.A. examination in Indiana. Those who wish to engage in public accounting practice in Indiana as certified public accountants should familiarize themselves with the rules and regulations

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issued by the State Board of Certified Accountants of Indiana, 912 State Office Building, Indianapolis, Indiana 46204. Students planning practice outside Indiana should consult the C.P.A. board of their state of residence.

Course Requirements*

Sophomore Year: Bus. A221.

Junior Year: Bus. A322, A323, A325, A328; required for the junior and senior years, two accounting electives from: A335, A337, A339, A433, A434, A435; Bus. L303.

Senior Year: Bus. A424, A425; Spch. S223; electives, 19-27 hours.

BUSINESS ECONOMICS AND PUBLIC POLICY

Distinguished Professors Lewis, Turner; Professors Bunke, D. D. Martin, Maxwell, Robertson (Chairman), Schaller; Associate Professors Grossack, Jones, Kreider, Stevens; Assistant Professors Bateman, Foust (Adviser).

The Department of Business Economics and Public Policy, staffed by professional economists with wide experience in business and government, offers at the undergraduate level one major, business-government relations.

The undergraduate major in business-government relations is the study of the public policy environment in which business operates and is intended for students who wish to prepare themselves simultaneously for careers in either business or in the government service. The requirements are flexible enough to prepare a student who wishes to go on to law school.

Undergraduate students who wish to prepare for careers as professional economists in business or government are advised to plan to pursue graduate study. Their undergraduate major could be in business-government relations, quantitative methods, or other concentration areas in the School, and should involve adequate preparation in mathematics, statistics, and economic theory.

Course Requirements*

Sophomore Year: Gov. G103, G104.

Junior Year: Bus. G300; Econ. E350, E360; and one of the following: Bus. L305, T300, U300; Econ. E325, E340; Gov. G301, G303, G305, G306, G321.

Senior Year: Bus. G406, G409; and two of the following: Bus. L407, S403, H400, G404; Econ. E412, E413, E475, E476; Gov. G421, G441.

BUSINESS EDUCATION AND OFFICE MANAGEMENT

Professors Crawford (Chairman and Adviser), Eyster; Associate Professors Bray, David, Dvorak, Waltz, Wyllie; Lecturer Hershey.

Two basic educational objectives are met by the curricular programs of the Department of Business Education and Office Management. The first is the preparation of administrators, supervisors, and teachers for service in business education and business administration programs in secondary schools, colleges and universities, and industry. The second is the preparation of personnel for managerial-level service as office executives and secretaries in business and professional firms.

All curricula for preparation for professional service as a business educator are designed to provide mastery, both in scope and depth, of business administration and economics and to provide competency in the development and application of methodology, skill in counseling students, the ability to measure learning achievement and to evaluate instruction.

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Preparation for service as an office executive or a high-level secretary is attained by building upon a broad liberal arts, business administration, and economics foundation through the study of specialized courses in office administration, office systems and controls, data processing methods, and secretarial techniques. The objective of these study programs is to provide preparation for service in business and professional offices that will qualify graduates for ultimate assignment at the managerial and executive levels.

Business Education

The School of Business offers four undergraduate study programs in business teacher education; these programs are approved by the Indiana State Department of Public Instruction. A student who desires to be certified for business teaching under one of these programs must follow its prescription of required courses throughout the four years. The detailed regulations pertaining to certification of teachers for secondary schools in Indiana are given in the section entitled "Certificates for Teachers" in the *Bulletin of the School of Education—Undergraduate Program*.

Program A: Secondary Provisional Certificate (Area Major—55 hours) to teach all business subjects in Indiana high schools.

Program B: Secondary Provisional Certificate (Subject Major A—52 hours) to teach all business subjects, except bookkeeping, in Indiana high schools.

Program C: Secondary Provisional Certificate (Subject Major B—52 hours) to teach all business subjects, except shorthand and transcription, in Indiana high schools.

Program D: Secondary Provisional Certificate (Vocational Area—55 hours) to teach all business subjects, except shorthand and transcription, as well as federally reimbursed classes in distributive education.

Students preparing for a teaching certificate in business education may, through a careful choice of electives, also qualify for a certificate in a second teaching field.

By careful selection of courses, students pursuing any one of the curricula in the School of Business may meet the requirements for a teaching certificate in the Indiana secondary schools, provided that such plans are made early in the college program. Students should consult the advisers of this program relative to advanced standing, proper placement in courses, electives, second teaching fields, and certification requirements in other states.

Course Requirements*

Freshman Year: Ed. F100; Humanities, 5 hours; Psy. P101; electives, 0-4 hours.

Sophomore Year: Bus. C205, C220, C225; Ed. P280; Psy. P111. Also required in Programs A and B, Bus. C240, C250. Also required in Program D, H. Econ. H118.

Junior Year: Bus. C330, L200 (first semester); Ed. B474, M444. Also required in Program A, Bus. A206, C360, C403, C445. Also required in Program B, Bus. C360, C403, C445. Also required in Program C, Bus. A206, A205 or A218, C403. Also required in Program D, Bus. A206, M415, M419.

Senior Year: Bus. B490; Ed. M460, S485, M480; Geog. G213 or G413 unless student has already taken Geog. G107. Also required in Program B, Bus. C404; Ed. M476. Also required in Program D, Bus. M426; Ed. M357.

* For students who entered Indiana University during the 1967-68 academic year or earlier; these students should consult the 1967-68 *School of Business Bulletin*. Requirements for the concentration area for students matriculating in 1968-69 are currently under review by the faculty and will be announced in subsequent *Bulletins*.

Office Management

The School of Business offers two office management programs. Certain variations in concentration requirements may be developed in consultation with the adviser.

Program A: Management and Administration Emphasis.

Program B: Professional Secretarial Emphasis.

Course Requirements*

Sophomore Year: Bus. C220, C225. Also required in Program B, Bus. C240.

Junior Year: Bus. C205, C300, C330, J440, C204; Econ. E350; electives, 0-8 hours. Also required in Program B, Bus. C250, C360.

Senior Year: Bus. C403, C404; electives, 19-27 hours. Also required in Program B, Bus. C445, C446.

FINANCE

University Professor Sauvain; Fred T. Greene Professor Edwards; Professors Long (Acting Chairman and Adviser), Silverstein; Associate Professors Sauer, Haydon; Lecturers Monroe, Simkowitz.

The undergraduate curriculum in finance is designed to provide familiarity with the institutions and instruments of finance and with the operation of the financial system. But more than that, it is intended to develop understanding of the problems of financing economic activity.

The undergraduate program provides academic preparation for careers in business finance, commercial banking, investments and investment banking, and in the whole field of savings and consumer credit-type institutions.

Course Requirements†

Junior Year: Bus. A206, F302; Econ. E350; electives 5-13 hours.

Senior Year: Bus. F420, F446; at least four of the following courses: Bus. A205, D420 or Econ. E430, G300 or Econ. E320, G409, K327 or Econ. E476, N300, R300, T300, Econ. E360.

MARKETING

Professors Day, Halterman, Haring, Otteson, Panschar, Thorelli (Chairman and Adviser), Wentworth; Associate Professors Dalrymple, Granbois, Patterson, Weiss, Willett; Assistant Professors Morris, Ness, Parsons, Stephenson, Wilson.

The study of marketing concerns itself with all those activities related to the movement of goods and services from the producer to consumers. It deals, for example, with customer behavior, the development of product offerings to meet consumer needs, pricing policies, the institutions and channels of distribution, including retailers and wholesalers, advertising, selling, sales promotion, research, and the management of marketing to provide for business a profitable and expanding operation.

The marketing curriculum endeavors to provide the business community with broadly trained men and women who can approach problems with a clear understanding both of marketing and of the interrelationships of marketing with other functions of the firm. Students planning careers in marketing research and information systems, advertising, retailing, or sales management normally major in marketing and then may pursue within the curriculum a modest degree of specialization in the area of their vocational interest.

* For students who entered Indiana University during the 1967-68 academic year or earlier; these students should consult the 1967-68 *School of Business Bulletin*. Requirements for the concentration area for students matriculating in 1968-69 are currently under review by the faculty and will be announced in subsequent *Bulletins*.

† Students who entered Indiana University during the 1967-68 academic year or earlier should consult the *School of Business Bulletin* for the year in which they matriculated.

Course Requirements*

Junior Year: Bus. M303.

Senior Year: Two courses from the following group: Bus. M402, M405, M408, M415, M419, M426.

Electives: Marketing majors are urged to consider work in the behavioral sciences, economics, and quantitative areas. Electives in marketing include all 400-level courses.

MERCHANDISING MANAGEMENT

Assistant Professor Stephenson (Adviser), Assistant Professor Franck (Department of Home Economics) (Associate Adviser).

The merchandising management curriculum is designed to prepare students for careers in retailing. Open both to men and women students, the program can be tailored especially to meet the needs of women who plan to enter retailing or related fields. Each student follows an individual program planned in consultation with the adviser, and this program takes into account previous training, aptitudes, and the type of retailing work for which preparation is being made.

In the summer between the junior and senior years, the student is encouraged to participate in the retailing internship program, which provides practical work studies, in fields such as retailing, advertising, general marketing, or personnel management.

Course Requirements*

Sophomore Year (or may be taken in freshman year): H. Econ. H100, H118.

Junior Year: Bus. M303.

Senior Year: Bus. M419, Bus. M439 (intern program during summer preceding senior year highly recommended but not required); one course from the following group: Bus. M402, M405, M408, M415, M418, M426.

Electives Junior and Senior Year: Junior and senior year electives must include 12 to 15 hours of advanced courses in the Department of Home Economics, selected in consultation with the adviser. Merchandising management majors also are urged to consider work in psychology, sociology, anthropology, and related disciplines; likewise, additional work in mathematics is strongly recommended.

MARKETING/ADVERTISING

Professor Halterman (Adviser).

The advertising curriculum provides an educational foundation for those persons preparing for careers in which advertising may play a major role. Such careers include work in the management of advertising; in advertising sales; in product management with those firms where strong emphasis is placed on advertising; or in specialized areas of copy, layout, design, or production.

Employment in these careers may be with advertising departments of manufacturing, distributing, or retailing firms; with media including television stations, newspapers, or magazines; with advertising agencies; or with companies dealing in specialized aspects of advertising and sales promotion.

Because the advertising function in a business firm contributes part of a total marketing program, the advertising curriculum provides, first of all, a base of general business studies with additional concentration in marketing. The capstone of this program is a modest degree of specialization in advertising courses.

* Students who entered Indiana University during the 1967-68 academic year or earlier should consult the *School of Business Bulletin* for the year in which they matriculated.

Course Requirements*

Junior Year: Bus. M303; one from Bus. M402, M405, M408, M419, M426 (Bus. M405 strongly recommended).

Senior Year: Bus. M415, M418; choice of one from: Bus. C204; Eng. W203, W303; F.A. S283, S347, S348, S383, S484; Journ. C200, J327, J330, J334, J335, J467; Radio-TV R204, R304.

Electives: Students following the advertising curriculum are urged to select additional work in the behavioral sciences and should select advanced general education and advertising work in consultation with their adviser. The advertising electives selected should be relatively limited in number and in line with abilities and career interests.

BUSINESS STATISTICS

Professor Wentworth (Adviser).

With the development and growth of the electronic computer, all levels of business management have become quantitative in nature. Statistics have become basic and indispensable tools of communication and analysis within the business environment.

The work of the statistician in business is of two kinds: collecting, analyzing, and interpreting internal data which arise from operation of the business and over which management has control; and making similar studies of external data which affect operation of the business and over which management has no control. Competent statisticians and researchers need both mathematical ability and manipulative skills of a high order and a broad formal education in the fields of business and economics. It is the wise application and interpretation of statistics that separate the potential manager from the technician.

For students with interest and ability in mathematics, this curriculum offers a mathematical and business education which provides basic knowledge of the techniques of statistical analysis. The student learns to apply proper statistical methods to business problems and to interpret results with a maximum degree of accuracy. He is equipped with a particularly fine background for statistical work in market research, production management, and managerial control through the selection of electives in marketing, production, and accounting respectively.

Course Requirements*

Sophomore Year: Math. M215, M216

Junior Year: Bus. A205 or A206, K201; Econ. E350, E475; electives, 3-11 hours.

Senior Year: Bus. K325, K327; Econ. E476; electives, 20-24 hours to be selected in consultation with the faculty adviser.

INSURANCE

Professors Crane, Long (Chairman and Adviser); Associate Professor Belth.

Business management has to be undertaken without a knowledge of what the future holds. Students of insurance learn to make allowances for untoward events. They become familiar with the concept of risk and with the concept of insurance as perhaps the most important social device used in the enterprise system to neutralize adversity.

The curriculum affords students the opportunity to prepare for exciting and responsible careers in the management of risk. Some students choose to use the fundamentals of their education in a segment of the insurance industry. Others, in the growing field of risk management, assume responsibility for the use of insurance by business organizations.

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The curriculum embodies the study of the several types of insurance including life-health and property-liability. Attention is also given to the allied concept of suretyship. The introductory course at the undergraduate level is open to all students with junior standing. Advanced undergraduate courses in property-liability and life-health insurance build on the introductory treatment.

Course Requirements*

Junior Year: Bus. A205 or A206, N300, N310, N320.

Senior Year: Bus. N413, N423; electives.

INSURANCE AND ACTUARIAL SCIENCE

Professor Long; Associate Professor Belth (Adviser).

The insurance and actuarial science curriculum provides preliminary preparation for students who plan to enter the field of actuarial science. In addition to the requirements listed under the insurance curriculum, the student, in consultation with the adviser, chooses the bulk of his elective courses from the mathematics department. Work in statistics, probability theory, finite differences, and compound interest is designed to prepare the student for parts of some of the early examinations leading to the professional actuarial designations.

PERSONNEL AND INDUSTRIAL RELATIONS

Assistant Professor Novit (Adviser).

The program in personnel and industrial relations, sponsored by the Department of Personnel and Organizational Behavior, is designed for those students whose career objectives encompass the field of manpower management. From its early beginnings as a staff function involving the maintenance of records and the administration of benefit programs, personnel administration has grown and expanded to encompass the total development and utilization of human resources in organizations. While company titles may vary from vice-president of industrial relations to vice-president for organization planning and development, there are few firms of any size or consequence today which do not have a manpower specialist reporting directly to the company's highest level. This practice reflects the awareness that its human resources are an organization's greatest asset.

For this reason, the curriculum in personnel and industrial relations is designed to acquaint the student with modern manpower management in its broadest sense. Included are the traditional areas of personnel administration and labor relations such as employment, management development, wage and salary administration, organization planning, and contract negotiation, as well as developments in the behavioral sciences and the implications for a complete manpower program.

The objectives at the undergraduate level are to provide the student with a broad spectrum of knowledge for career preparation in organizational leadership; to prepare the student for a career in modern, professional personnel and industrial relations and manpower management; and to encourage and develop interest in further study and research in the area of manpower development and utilization.

Graduate work, designed to correlate with that in other functional areas of business and economics, is offered in both the M.B.A. and D.B.A. programs.

Course Requirements*

Junior and Senior Years: Bus. J440, J444; Econ. E340, E445; two required from the following: Psy. P319, P325, P327, P420; Soc. S303, S315, S403, S433, S459.

* Students who entered Indiana University during the 1967-68 academic year or earlier should consult the *School of Business Bulletin* for the year in which they matriculated.

INDUSTRIAL MANAGEMENT

Assistant Professor Pohlen (Adviser).

The program in industrial management, sponsored by the Department of Production Management, is designed to prepare the student to assume a decision-making role in the management of business operations. Students preparing for a career in this field should have an interest in the technological aspects of a business enterprise and should find an intellectual challenge in applying quantitative methods of analysis to problems in business operations. Many graduates of the program enter industry in positions in production analysis, planning, control, or supervision. The program is, however, sufficiently flexible to enable a student to prepare himself for specialized assignments in such fields as industrial engineering quality control, or information systems, as well as operations analysis positions in nonmanufacturing industries. The undergraduate program in industrial management is also designed to provide a sound analytical background for the student preparing for graduate study in business and related areas.

The course of study in this program enables the student to undertake an in-depth investigation of the problems in operations management; to develop his ability to collect, organize, and evaluate the data needed for decision-making; and to gain experience in applying analytical techniques to specific operational problems. As such, the courses required of all majors emphasize the physical sciences, basic mathematics and quantitative techniques, and the use of the computer as a tool in business problem-solving. Beyond these, the student is permitted to choose courses in line with his vocational interests.

Course Requirements*

Freshman Year: Math. M215 (or M119 and M131, or M131 and M211).

Sophomore Year: Math. M216; Bus. K201.

Junior and Senior Years: Bus. P421; Econ. E476. Three courses from: Bus. A205, P429, K325, K327; Econ. E475; any 300- or 400-level mathematics course; an additional course in the physical sciences for which one of the courses taken as part of the student's General Education Core is a prerequisite.

QUANTITATIVE METHODS

Professors E. W. Martin, Horowitz; Associate Professor Harnett; Assistant Professors Cabot, Perkins (Acting Chairman), Winkler.

Quantitative methods involves the use of mathematical and statistical techniques to solve business problems. Such techniques often require the utilization of digital computers for their solution. Thus the quantitative methods curriculum incorporates three related areas of study: statistics, mathematical methods (operations research), and computer utilization.

The entire quantitative methods curriculum is built on a strong background in mathematics, specifically, courses through differential and integral calculus. In the statistics area, topics covered include probability theory, statistical estimation, tests of hypotheses, and design of experiments. In operations research, use is made of mathematics and statistics to investigate utility and decision theory, game theory, linear programming, inventory models, and queueing theory. In the computer utilization area, specific languages for programming digital computers are considered, and programs are run at the Business Computing Center. Also in this area, techniques such as simulation that depend on the use of a computer are covered.

Assuming that one has the necessary mathematical ability and interest in business problems, there are two possible educational paths that can be taken to obtain the background necessary for success in this area. One is the quantitative methods major

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described here. If the student pursues this path, he is encouraged to elect courses in mathematics and statistics beyond those required. Alternatively, if a student can plan to pursue both an undergraduate and a graduate program involving about six years, he would be well advised to take an undergraduate major in mathematics and statistics with a minor in business administration. He would then be well prepared to enter the M.B.A. program in quantitative business analysis.

Course Requirements*

Sophomore Year: Bus. K201; Econ. E370; Math. M215-M216 (may be taken in the freshman year); electives, 0-3 hours.

Junior Year: Bus. K325, K327, G300, electives 0-3 hours.

Senior Year: Econ. E476; two courses from the following: Bus. P421; Econ. E475; and any 300- or 400-level mathematics courses.

REAL ESTATE ADMINISTRATION

Fred T. Greene Professor Edwards; Professors Pinnell, Weimer; Associate Professors Bloom and Ewers (Advisers).

The development, marketing, and financing of real estate is an integral and vital part of our national economy. Real estate represents a substantial portion of our national wealth. In addition to planning, developing, financing, and marketing the residential, commercial, and industrial real estate which must be provided as our economy expands, the task of effectively administering a growing supply of real estate resources, private and public, presents many interesting managerial problems.

The study programs in real estate are designed to develop the abilities necessary to enable future business executives to deal effectively with real estate resources and to make sound decisions regarding the purchase, use, leasing, development, marketing, and financing of real properties.

In the instructional and research programs, particular attention is given to the place of the real estate function within the organizational structure of the modern business firm, the relationships between the administration of real estate and other functions of the firm, the basic characteristics of real estate which have a bearing on managerial decisions, and the techniques of analysis which may be used to reach sound managerial decisions. Plant location, selection of retail outlets, marketing, production management, advertising, and financial administration, including tax problems, are all closely related to the subject matter of real estate.

Study programs emphasize preparation for careers in the fields of real estate administration, property management, real estate brokerage, appraising, mortgage financing, housing, land planning, and research. Special attention is given to such topics as city growth and structure, market analysis, mortgage risk analysis, property valuation, land planning and zoning, applied urban economics, taxation, and housing problems.

Course Requirements†

Junior and Senior Years: Bus. L308, R300, R305, R440, R441, R443, Econ. E350. With the approval of the faculty adviser, four of the following courses must be selected: Bus. A205, A206, A218, F420, G406, G409, M415, M426, N300, N423, S403, W406; Econ. E360, E423; F.A. H476; Geog. G314; Gov. G321; Soc. S309.

* Students who entered Indiana University during the 1967-68 academic year or earlier should consult the *School of Business Bulletin* for the year in which they matriculated.

† For students who entered Indiana University during the 1967-68 academic year or earlier; these students should consult the 1967-68 *School of Business Bulletin*. Requirements for the concentration area for students matriculating in 1968-69 are currently under review by the faculty and will be announced in subsequent *Bulletins*.

TRANSPORTATION AND PUBLIC UTILITIES

University Professor Waters (Chairman); Professors Hartley, Wilson; Associate Professors Smerk (Adviser), Suellflow.

The diverse enterprises which move human beings and their goods in this country employ approximately 10 percent of the labor force and account for 20 percent of the gross national product. Transportation companies are both the cause and the result of the marked development of our country. Successful operation of this incredibly complicated and intricate system of transport requires cooperation of a vast group of men and women educated especially in the field of transportation.

An undergraduate major in transportation is offered in the School of Business at Indiana University to assure leadership for railroads, airlines, pipelines, water carriers, truck lines, bus lines, and related fields. Completion of this curriculum also prepares a student for a responsible position in industrial traffic management and the rapidly expanding field of physical distribution.

Public utilities in recent years have been characterized by changes in methods of production and distribution of services. These technical advances have created economic and administrative problems in the public utilities industry which require highly qualified personnel. Both the public utilities industry and the various regulatory agencies need professionally trained persons with an understanding of the economic problems of the industry and with the ability to solve these problems. The School of Business, therefore, is concerned with the preparation of professional workers in this field. Study is offered at all three degree levels.

Course Requirements*

Sophomore Year: Gov. G103, G104 recommended.

Junior Year: Bus. A221, L303. For students specializing in transportation: Bus. T300, T309. For students specializing in public utilities: Bus. U300.

Senior Year: Bus. T410. For students specializing in transportation: Bus. T405, T413. For students specializing in public utilities: Bus. U405.

Combined Curricula BUSINESS-JOURNALISM

Professors Halterman (Adviser), McEvoy (Department of Journalism) (Associate Adviser).

The School of Business and the Department of Journalism cooperate in offering this combination of journalism and business courses intended to serve the requirements of those who aspire to positions as managers of publications, who wish to enter the field of financial and business writing, or who plan a career in the publication side of public relations. The recommended study program combines a basic core of study in general management and administration. The curriculum also provides sufficient flexibility to allow for adaptation to the individual requirements of students.

Course Requirements*

Sophomore Year: Journ. C200, J204 (or J234).

Junior Year: Journ. J305, J334, J337.

Junior and Senior Years: Journ. J409 (or J419); Bus. M415; two courses selected from the following: Bus. A221, A325, F302, G300, K325, L303 (or L305), M303, N300, R300, T300, U300, Econ. E340, E350, E360; also two courses selected from the following: Bus. D420, F420, G406, G409, J440, M402, P429, S403, T404, Econ. E445; electives in consultation with adviser.

* Students who entered Indiana University during the 1967-68 academic year or earlier should consult the *School of Business Bulletin* for the year in which they matriculated.

BUSINESS-HEALTH

Professors Hopper (Division of Allied Health Sciences), Porter (Advisers).

The School of Business and the Division of Allied Health Sciences of the School of Medicine cooperate in offering a course of study leading to the B.S. degree in public health with a major in health administration. This curriculum is intended to serve the requirements of those students who aspire to administrative positions in health departments at the state, county, and city levels, as well as in the many voluntary health agencies, nursing homes, and agencies concerned with health and hospital insurance plans. Further information concerning this program can be obtained by writing to the Division of Allied Health Sciences, School of Medicine, Indiana University Medical Center, Indianapolis, Indiana 46202.

Candidates for this degree (awarded by the Division of Allied Health Sciences) are required to complete the courses listed below.

Course Requirements*

Freshman Year: Biol. B100.

Junior Year: Bus. A206, B413, C300, C404, J440; electives, 0-8 hours.

Senior Year: The senior year is taken at the Medical Center in Indianapolis. See the *Bulletin of the Division of Allied Health Sciences* for specific requirements.

Non-Curricular Areas

MANAGEMENT AND ADMINISTRATIVE STUDIES

Mead Johnson Professor Mee; Professors Bossort, Gordon, Haeberle, Kuntz, Porter, Stockton (Chairman), Weimer; Associate Professor Snider; Assistant Professors Estafen, Ryan, Utterback, Wood.

Our society today recognizes the importance of professional management in all types of organizations, such as business, government, hospitals, and universities. The faculty in this area are concerned with improving our understanding and interpretation of administration as a distinct field of study and practice and its relevance for those who will be concerned with the future performance of this function in our society.

The undergraduate courses offered by this department are concerned with developing the management point of view, building the student's knowledge of relevant organizational and administrative concepts, and developing his capacity as a decision-maker within organizations. In addition, the student will be encouraged to explore and formulate his own philosophy of administration.

Since the ability to analyze broad problems and to develop integrated and realistic solutions for them is essential, a wide variety of instructional materials and teaching methods is utilized. Simulations and cases are used extensively to give students an opportunity to develop their personal capacity and skills in the performance of the management function.

INTERNATIONAL BUSINESS ADMINISTRATION

Professor Farmer (Chairman); Associate Professors Nehrt, Stevens; Assistant Professor McKibbin; Lecturer Hogue.

In response to new and dynamic patterns of international business, American business firms have progressed far beyond the comparatively simple stage of import-export operations. Many companies are becoming multinational with production units in

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numerous foreign countries; private enterprise in the United States has become more intimately concerned with the economic, political, and social trends of foreign nations. The School of Business has recognized these developments in its international business administration program.

At the undergraduate level, seniors may elect a course which introduces the general problems involved in international operations and briefly investigates the major areas of international finance, marketing, and management.

The student of international business may also participate in overseas programs which give practical meaning to the course of study followed. These programs offer an opportunity to see firsthand the problems treated in the course of study, as well as the opportunity to enhance the language facility of the student, which is emphasized at the M.B.A. and D.B.A. levels in this field.

BUSINESS-LAW

Professor Hewitt (Adviser); Associate Professor Donnell; Assistant Professor Barnes; Lecturer Gardner.

The courses offered in the business-law area are planned to give students an understanding of our legal system and how it operates, and a knowledge of the basic principles of law which apply to the transaction of business. The material used in the business-law courses is a combination of text and cases. By using such a combination, the student not only gains knowledge of legal principles, but also develops ability in analyzing fact situations.

Since the cases used are taken from the reports of appealed cases, the fact situations are representative of the types of business transactions which may result in litigation. The student, through the use of such case material, is made aware of the fact that in the carrying on of a business care must be exercised or expensive litigation may result.

Business-law is primarily a service area. In addition to the basic courses, special courses are offered to acquaint students with the legal phases of the problems they will encounter in their particular business areas.

All students entering the School of Law are required to have completed an undergraduate degree. Students working to do so should follow the requirements of one of the various concentration areas depending on their particular interest.

APPLIED URBAN ECONOMICS

Professors Milliman (Adviser), Pfister.

Teaching and research in the economic analysis of urban problems have assumed increased importance as the world becomes more urbanized and as urban problems become more widespread and receive more attention. To help meet these important needs, the Graduate School of Business offers courses in urban and regional economics.

Although most of the courses in this field are for graduate students, there is one course (S403 Applied Urban Economics) for undergraduates. This course is an optional one for any student in the School of Business. Undergraduates from other schools in the University may also enroll in S403. Students wishing to broaden their understanding of urbanization further may take urban courses in other departments of the University.

TWO-YEAR CERTIFICATE PROGRAMS

Three programs for which students may earn two-year certificates are offered by the School of Business in the fields of accounting, management and administration, and office management. These programs are designed for those students desiring less than a four-year university education but who, upon completion of two years of university work, will possess minimum employable skills in the areas mentioned.

The general requirements for all certificate programs include: (1) admission as a regular student to Indiana University and completion of all orientation test requirements; (2) completion of a minimum of 60 credit hours with at least 30 credit hours in residence at Indiana University and with at least 15 credit hours at one campus (correspondence study courses do not satisfy residence requirements); (3) a cumulative grade average of C (2.0) or higher. Since all the courses required in each certificate program are standard University credit courses, students may apply these credits toward an appropriate four-year degree program.

For each of the three School of Business Certificates, the following general education and area concentration courses are required:

	Credit Hours
Communications (Eng. W131)	2
Humanities (any two courses from Group II, p. 24)	6
American and International Institutions (any two courses from Group III and/or Group IV, p. 24)	6
Behavioral and Natural Sciences (either Psy. P101 or Soc. S161 from Group VI-A and one natural science from Group VI-B, p. 25)	8
Mathematics (Math. M115, or Math. M117, or two years of high school algebra, or three semesters of high school algebra and one semester of high school trigonometry)	0-5
Electives (sufficient to make total program of 60 credit hours)	

Accounting

For the Certificate in Accounting, the following, in addition to the general education courses, will complete the requirements:

Sequence in Accounting: Bus. A200 or A201-A202, A221, A322, W100; Econ. E201-E202; one of Bus. A325, A328; one of Bus. F301, L201, M301, W300, Econ. E370. Physical education courses, if required, will count as elective credit.

Management and Administration

For the Certificate in Management and Administration, the following, in addition to the general education courses, will complete the requirements:

Sequence in Management and Administration: Bus. A201-A202, L201, W100, W300; Econ. E201-E202, E370; one of: Bus. F301, J301, M301, P301; one of: Bus. A218, F260, N300, R300, T300, U300. Physical education courses, if required, will count as elective credit.

Office Management

For the Certificate in Office Management, the following, in addition to the general education courses, will complete the requirements:

Sequence in Office Management: Bus. A201-A202, C205, C220, C225, C240, C250, C300, C330, C360, W100, C204; Econ. E201-E202. Students with typing and shorthand skills would enter the courses at the appropriate level and take elective business and economics courses to complete their programs. Physical education courses, if required, will count as elective credit.

Reserve Officers' Training Corps (ROTC) DEPARTMENT OF MILITARY SCIENCE (Army)

Professor Conine (Colonel); Assistant Professors Brubach (Major), Crawford (Major), Neal (Major), Ringmacher (Major), Ryan (Major), Conn (Captain), Haught (Captain), Heird (Captain).

The Army ROTC program is conducted by U.S. Army officers who are specially selected and approved by Indiana University for this duty. The curriculum is designed to provide the knowledge and to develop the ability and skills required of commissioned

officers. A student may acquire a commission in the U.S. Army Reserve by completing this program. However, outstanding students are designated as Distinguished Military Graduates and are tendered Regular Army Commissions. All credits earned apply toward the total credit hours required for graduation.

Four-Year Program. This program is divided into two phases—a Basic Course, conducted during the freshman and sophomore years, and an Advanced Course, taken during the junior and senior years. Students are selected on the basis of their application, scholastic record, and demonstrated potential. Advanced Course students normally attend a six-week summer training camp between their junior and senior years. However, for appropriate reasons attendance at summer camp may be deferred until the end of the senior year.

Two-Year Program. This program extends the advantages of advanced ROTC training to students who did not take the Basic Course. As a substitute for the Basic Course, a student must attend a six-week summer training camp. Other qualifications for entering this program are the same as for entering the Advanced Course of the Four-Year Program.

Pay and Scholarships. All students in the Advanced Course receive \$50 per month retainer pay, plus approximately \$220 and travel pay, while attending advanced summer camp training. Students in the Two-Year Program receive \$131.85, plus travel pay, for attending the basic summer camp. However, no academic credit toward graduation is awarded for this training.

A limited number of two- and four-year full scholarships are available to selected students in the Four-Year Program. Students awarded scholarships receive full tuition, books, fees, and \$50 per month during the period that the scholarship is in effect. Scholarship recipients are obligated to serve four years of active duty.

Service Requirements. Graduates of the Army Advanced ROTC Program incur a two-year active duty service obligation and four years in the U.S. Army Reserve. Entry to active duty may be deferred to obtain an advanced degree.

Flight Training. Flight instruction, conducted by civilian instructors at Kisters Field, Bloomington, is offered to students in the second year of the Advanced Course. To participate, the student must have an aptitude for flying and must meet required physical qualifications. He must also agree to participate in the Army Aviation Program, if selected, upon entering active service. Students who successfully complete this program may qualify for a private pilot's license. All costs incidental to the flight training program are provided by the U.S. Army.

Graduate Students. Graduate students are eligible to apply for the Army ROTC Advanced Course provided they meet entrance requirements.

Army ROTC Basic Course—First Two Years

G101-G102, G201-G202 (4 cr.)

Develops students as officers. Includes national defense policy and structure; map reading; fundamentals of U.S. Army organization; basic leadership theory, and practical leadership training.

Army ROTC Advanced Course—Last Two Years

G301-G302, G401-G402 (12 cr.)

Includes leadership theory; personnel management; principles and practical experience in military teaching; exercises in employment of military units, including command and staff procedures, logistical support, supply, administration, maintenance, and transportation; military law and justice; role of the U.S. in world affairs; customs of the service; and code of the Army officer.

DEPARTMENT OF AEROSPACE STUDIES (Air Force)

Professor Pivarnik (Colonel); Assistant Professors Kiser (Major), Karaffa (Captain), Sanford (Captain), Walker (Captain).

AFROTC is a voluntary program for qualified male students who desire to become eligible for a commission in the U.S. Air Force Reserves while pursuing a college degree.

Training is conducted by carefully selected, highly qualified U.S. Air Force officers who are on active duty.

Four-Year Program. This program is divided into two phases. The first two years, open to medically qualified freshmen and sophomores only, constitute the basic course (GMC), which introduces the concept of aerospace power and explains the role of the Air Force in the national defense effort. It also acquaints the student with professional opportunities in the Air Force and provides him an opportunity to qualify for selection into the second phase, which is the advanced course (POC). Students in the GMC can expect to spend two hours per week participating in classroom and other supervised activities. Entrance into the advanced course is on a *selective* basis. During the second phase, selected students are given leadership training plus four weeks of field training between their junior and senior years at designated Air Force bases. Upon successful completion of this program and graduation, the cadet will be commissioned as a second lieutenant in the United States Air Force Reserve. Although desirable, students do not have to meet flight medical requirements to enroll in AFROTC.

Two-Year Program. This program was created for college men who were unable to enroll in the Four-Year Program. It is open to those with at least two years of undergraduate or graduate study remaining. Applicants must pass a written examination, be medically qualified, be recommended by a board of Air Force officers, and successfully complete a six-week summer field training course prior to acceptance into the POC.

Pay and Scholarships. All students in the POC receive \$50 a month during the academic year (ten months). In addition, they receive approximately \$160 plus travel pay while attending the summer field training course.

Scholarships are offered to sophomore, junior, and senior cadets in the four-year program. Regardless of the school in which the cadet is studying, the scholarship covers full tuition, books, laboratory expenses, and incidental fees. Scholarship cadets are paid \$50 a month during the period that the scholarship is in effect.

Flight Instruction Program (FIP). Qualified senior cadets interested in becoming Air Force pilots participate in the FIP, which includes ground school and thirty-six and a half (36½) hours of flight training from a civilian contractor. Cadets completing the FIP may qualify for a private pilot's certificate. This program is offered at no expense to the cadet.

Active Duty Commitment. AFROTC graduates, except those pursuing aeronautical ratings, serve four years' active duty. Pilots and navigators serve five years' active duty from the date they receive their aeronautical rating. Entry on active duty may normally be deferred to obtain a graduate degree.

Career Opportunities. Air Force assignments cover an extremely broad spectrum. Pilots and navigators are needed in large numbers, as are scientists and engineers. There are also excellent opportunities for those with an aptitude for administration and management. In most instances assignments have a close correlation with the cadet's academic major.

First-Year Air Force General Military Course

A101 The USAF Serves National Security I (1 cr.)

Nature and principles of war; national objectives and instruments of national policy; structure and mission of our national security organization; corps training.

A102 The USAF Serves National Security II (1 cr.)

Purpose, structure, and functions of U.S. Strategic Offensive and Defensive Forces; corps training.

Second-Year Air Force General Military Course**A201 The USAF Functions As A Power Factor I (1 cr.)**

Purpose, structure, and functions of U.S. General Purpose Forces and U.S. Aerospace Support Forces; corps training.

A202 The USAF Functions As A Power Factor II (1 cr.)

Conflict between democracy and communism and its threat to peace; international alliances; actions and proposals in the pursuit of peace; corps training.

First-Year Air Force Professional Officer Course**A301 Growth and Development of Aerospace Power I (3 cr.)**

Air Force doctrine, organization, and concepts; development of air power in the U.S.; future development of manned aircraft; corps training.

A302 Growth and Development of Aerospace Power II (3 cr.)

Astronautics; space operations and associated programs and vehicle systems; future of aerospace power; corps training.

Second-Year Air Force Professional Officer Course**A401 The Professional Officer I (3 cr.)**

Air Force Leadership—a study of military professionalism; leadership theories, human relations, discipline, and military justice; corps training.

A402 Professional Officer Course II (3 cr.)

Military Management—development of communicative skills; functions, concepts, and principles of planning, organizing, coordinating, directing, and controlling; preparation for active duty; corps training.

The Graduate School of Business

The Graduate School of Business offers, at the professional level, advanced study programs leading to the degrees Master of Business Administration and Doctor of Business Administration.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

The purpose of the M.B.A. program is to educate and prepare individuals for positions of administrative, executive, and high level staff responsibility in business. The program is designed to provide the foundation for the transformation of carefully selected candidates into effective business leaders.

Nature of the Program. The M.B.A. program focuses on the individual business firm in a framework of business as a total system; its internal operations; its external environment; the behavior of individuals and groups in the business setting; its qualitative and quantitative analysis; the interaction between business and a dynamic changing domestic and international society.

In centering on the above considerations, a basic program is designed for each candidate that takes into account his undergraduate academic background and his area of interest in the M.B.A. program, with the faculty adviser playing a critical advisory role.

Admission. Admission to the Graduate School of Business is based upon standards designed to permit selection of only those candidates who can successfully complete a rigorous and highly competitive academic program. Such standards include test scores from the Admissions Test for Graduate Study in Business; undergraduate grades (normally a B average or above); recommendations of instructors, employers, or others; and related elements. Admission is determined by qualifications of the individual applicant rather than by his undergraduate course of study. Qualified graduates from a wide variety of undergraduate preparations are encouraged to prepare for a professional business career. In fact, a high proportion of the successful applicants have backgrounds in engineering, the sciences, humanities, arts, and many other fields.

Candidates may enter the M.B.A. program in either June, September, or January. Application materials must be submitted prior to May 1, June 1, and December 1, respectively, in order to be considered for entrance by the Committee on Admissions.

Academic Programs. A typical student's program includes preparation in a number of fundamental analytical areas; among these are economics, accounting, behavioral science, administration, and quantitative analysis. Also included is the business operations area covering the major functional fields of business such as marketing, finance, manpower, and production. The latter part of a typical program is focused especially on the integration of all these elements in administering the business firm.

Although the M.B.A. curriculum is thus primarily one of breadth, a moderate degree of specialization is a normal characteristic of most programs. Within the structure of the basic program, each candidate may choose, as his major-elective sequence, one area of professional concentration.

Administration. Although enrollment in the program is large, a faculty M.B.A. committee under the guidance of the Dean of the Graduate School of Business develops policies which aim to insure admission of the best qualified candidates and careful attention to each candidate's needs during his study in the M.B.A. program. Instruction in the program involves the candidates in a variety of close teaching-learning situations, including seminars, case studies, conferences, laboratories, and work projects, as well as traditional lectures and discussions.

Residence and Time Requirements. The typical M.B.A. program requires a minimum of four semesters (or their equivalent) of academic study in residence. Only six semester hours of credit may be transferred from another institution toward this requirement.

The academic year is divided into two semesters of 16 weeks each, plus one eight-week summer session. Two summer sessions are thus the equivalent of one semester. Twelve semester hours of credit is considered to be a full-time semester class load. After satisfactorily completing one semester in residence, candidates whose performance and potential are outstanding, and who request to do so, may take as many as 15 semester hours of study in succeeding semesters. By doing so, it is possible to complete the degree requirements in three semesters and one summer session. The program must be completed within seven calendar years.

M.B.A. Degree Requirements. Each candidate is required to complete four semesters of full-time graduate study. Normally, a minimum of 48 semester hours must be completed in residence. An average grade index of 2.75 (4.0=A) or higher in all work taken for graduate credit must be earned as a prerequisite to continuation in good standing and for graduation purposes. Each department or area has an option of requiring each of its candidates to pass a comprehensive examination in his area of concentration. This test is normally taken during the candidate's last period in residence.

Further Information. Detailed information on the M.B.A. program structure and content is contained in the *Graduate School of Business Bulletin* which is available from the Administrative Director, M.B.A. Program, Graduate School of Business, Indiana University, Bloomington, Indiana 47401.

DOCTOR OF BUSINESS ADMINISTRATION (D.B.A.)

The Doctor of Business Administration degree is granted to those attaining a high level of competence in the study of business administration and in business research. Career opportunities for persons with the preparation afforded by the D.B.A. program are abundant. Capable scholars and teachers are needed at the college and university level. Business research specialists are being sought continuously to serve the growing needs of education, business, and government. Similarly, students of business administration are playing increasingly important staff and advisory roles within major business and governmental organizations. The shortage of qualified personnel for such assignments accentuates the need and opportunities for current and future graduates.

Administration. Under the direction of the Chairman of the Doctoral Program, the D.B.A. Committee formulates the policies of the D.B.A. program and supervises its operation. Since study programs at the D.B.A. level are highly individualized, a major adviser and an *ad hoc* dissertation committee are appointed to advise each candidate during his course of study.

Admission. Admission to the Graduate School of Business is based on the individual's qualification as evidenced in his application, official transcripts, scores on the Admission Test for Graduate Study in Business, recommendations, and a personal interview with the D.B.A. Committee or senior faculty members.

Highly qualified students with career objectives clearly in mind may enter the D.B.A. program directly from a baccalaureate program, and their work will be planned accordingly. Others will begin to work toward the doctorate after obtaining the master's degree.

The D.B.A. program is of a highly individualized nature. Its emphasis is on accommodating the candidate's background and professional objectives. For this reason, admission of qualified applicants may be denied or postponed if, in the opinion of the Dean and the D.B.A. Committee, the number of advanced graduate students in particular areas is too large to assure the applicant the personal attention he needs in completing his program.

D.B.A. Program Requirements. The formal program requirements are explained in the *Graduate School of Business Bulletin*.

Further Information. The *Graduate School of Business Bulletin*, appropriate application forms, and detailed information on admission may be obtained from the Chairman, D.B.A. Program, Graduate School of Business, Indiana University, Bloomington, Indiana 47401.

OTHER DOCTORAL PROGRAMS

Under a cooperative arrangement of the Department of Economics, the Graduate School of Business, and the Graduate School of Indiana University, candidates may earn the Doctor of Philosophy degree in business and economics. The degree is under the administration of the Graduate School. Applications for admission should be directed to the Dean of the Graduate School.

Candidates majoring in business education may pursue study programs leading to the D.B.A., Ph.D., or Ed.D. degrees, the choice of program depending upon their experience, previous educational background, and professional interests.

The study program for the Doctor of Education degree permits liberal choice of fields. The regulations for this degree are described in the *Bulletin of the School of Education, Graduate Division*.

Undergraduate Courses 1969-70

SCHOOL OF BUSINESS

The courses listed in this *Bulletin* represent the complete undergraduate offerings of departments and programs of the School of Business.

The number of hours of credit given a course is indicated in parentheses following the course title. The abbreviation "P" refers to the course prerequisite or prerequisites.

Accounting

- A200 Introduction to Management Accounting (5 cr.)
P: 26 credit hours. For accounting majors only. Others admitted upon approval of Chairman. Basic concepts and procedures; financial management accounting; production management accounting; marketing management accounting; external utilization of accounting data.
- A201 Introduction to Management Accounting I (3 cr.)
P: 26 credit hours. Basic concepts and procedures; production management accounting; marketing management accounting.
- A202 Introduction to Management Accounting II (3 cr.)
P: A201. Financial management accounting; external utilization of accounting data.
- A205 Management Accounting III (3 cr.)
P: A202. Internal managerial uses of quantitative data including planning (budgeting), controlling, and decision-making. Not open to accounting majors.
- A206 Uses of Financial Accounting Data (3 cr.)
P: A202. Problems, principles, and concepts underlying preparation and presentation of accounting data; financial statements, with emphasis on problems of valuation and classification. Techniques and uses of analysis, with emphasis on factors of liquidity, profitability, stability, and prospects of the firm. Not open to accounting majors.
- A218 Personal Tax Problems (3 cr.)
Federal income tax for the individual, partnership, and small corporation. Estate and gift taxation. Social security and Indiana gross income taxes. Not open to accounting majors.
- A221 Intermediate Accounting (3 cr.)
P: A200 or A202. The accounting cycle concepts and analysis of working capital, noncurrent items, owners' equity, and income; accounting theory with emphasis on corporation accounting.
- A322 Advanced Financial Accounting I (3 cr.)
P: A221. Generally accepted accounting principles as applied to partnerships, joint ventures, special sales arrangements; cash flow and forecasting; presentation and interpretation of financial data; price-level problems.
- A323 Advanced Financial Accounting II (2 cr.)
P: A322. Generally accepted accounting principles as applied to branches, consolidations, foreign operations, corporate combinations, fiduciary arrangements, actuarial science, insolvency and liquidations, insurance.
- A325 Cost Accounting (3 cr.)
P: A221. Conceptual and technical aspects of management and cost accounting. Product costing, cost control over projects and products; profit planning.
- A328 Income Tax I (3 cr.)
P: A200 or A202. Internal Revenue Code and Regulations. Emphasis on income, exclusions from income, deductions, and credits. Use of tax forms in practical problem situations.
- A335 Fund Accounting (2 cr.)
P: A221. Financial management and accounting for nonprofit-seeking entities; municipal and federal government, schools, and hospitals.
- A336 Internship in Accounting (1 cr.)
Open to junior and senior accounting majors. These students, upon approval of Department of Accounting faculty, are placed with cooperating firms to receive training in accounting. Work experience supervised by faculty; research and written reports required.
- A337 Management Control Systems (2 cr.)
P: A205 or A325, A221. The profit plan; engineering and price standards; variance determination, analysis and disposition; responsibility; budgets and management reports; analysis and evaluation of results; guides to remedial action.
- A339 Advanced Income Tax II (3 cr.)
P: A323 and A328. Internal Revenue Code and Regulations; advanced aspects of income, deductions, exclusions, and credits, especially as applied to tax problems of estates, trusts, partnerships, and corporations. Tax forms and practical tax-problem situations.

A424 Auditing (2 cr.)

P: A221, A325, A328. Public accounting organization and operation; internal control, internal auditing; verification of balance sheet and operating accounts; the auditor's report or opinion.

A425 Contemporary Accounting Theory (2 cr.)

P: A221 and senior standing. Development of accounting principles; theory of income determination and presentation of financial condition.

A433 The International Aspects of Accounting (2 cr.)

P: A323. Study of numerous differences observable in accounting principles, in legal traditions reflected in corporation and tax laws, in political and economic philosophies revealed in attitudes of management and labor towards their social and economic involvement.

A434 The Professional Aspects of Accounting (2 cr.)

P: A323. Preparation for practice as professional public, industrial, or governmental accountant. Review of generally accepted accounting principles applied to problem-solving.

A435 Honors Course in Accounting (2 cr.)

Admission limited to distinguished senior accounting majors. A broad program emphasizing current accounting thought and research.

A437 Accounting for Special Industries (Cr. arr.)

P: consent of instructor. Extensive study of industries of student interest, under direction of staff members. Research report required.

A490 Independent Study in Accounting (Cr. arr.)

P: consent of instructor.

Business Education and Office Management

B413 Methods of Employee Training (3 cr.)

P: X391. Open to graduate students by permission of instructor. Methods of instruction, development of instructional materials, program planning, and evaluation of training activities. Types and philosophy of training programs; organization and administration; nature and extent of staff assistance.

B414 Case Studies in Employee Training Methods (3 cr.)

P: X391. Open to graduate students by permission of instructor. Current problems in methods of employee training. Emphasis on problems concerned with methods of instruction, development of instructional materials, program planning, and evaluation of training activities. Case studies drawn from actual business situations.

B490 Undergraduate Survey of Business Education (2 cr.)

A terminal integrating course for business teachers. Review of undergraduate business principles and economic concepts. Demonstration of, and participation in, the conference method and other methods of instruction. Methods of instruction in the bookkeeping-accounting and the basic business-economic subjects.

C204 Business Communications (3 cr.)

P: Eng. W131 and sophomore standing. Theory and practice of written communication in business; use of correct, forceful English in preparation of letters, memoranda, and reports.

C205 Machine Statistical Computation (1 cr.)

Application of desk calculators to business and statistical computational problems: ratios, measures of central tendency and dispersion, simple correlation, etc.

C220* Beginning Typewriting (2 cr.)

For students with no previous typewriting experience. A terminal course for students desiring short-term, elementary training for other than job purposes; a background course for those students desiring further training in other typewriting areas.

C225† Intermediate Typewriting (2 cr.)

P: C220 or equivalent with a grade of C or higher. For students with previous training but without sufficient skill for advanced work. Intensive skill buildings; training in job competencies. Basic office typing problems; fundamentals needed in office employment.

C240‡ Beginning Shorthand (3 cr.)

P or concurrent: C220. Principles of *Gregg Shorthand Diamond Jubilee*; introduction to speed building. For students without previous instruction in shorthand or with inadequate preparation for C250.

C250* Intermediate Shorthand (3 cr.)

P: C240 or C242 with a minimum grade of C and prior or concurrent enrollment in C225. Comprehensive study of principles and theory of *Gregg Shorthand Diamond Jubilee*; dictation speed building, vocabulary building; introduction to transcription.

* May also be offered in two courses, each carrying one hour of credit, and numbered C221-C222, respectively.

† Courses C225 and C330 may also be offered in two courses, each carrying one hour of credit—C225 as C226-C227 and C330 as C331-C332.

‡ Courses C240, C250, and C360 may also be offered in two courses, each course carrying one and one-half hours of credit—C240 as C241-C242, C250 as C251-C252, and C360 as C361-C362.

C300 Office Management I (2 cr.)

Principles of scientific office management and the responsibilities of management for office services, layout, space utilization, furniture and equipment, machines and appliances, branch office management, unions, personnel problems, training of workers, costs, and methods and procedures.

C330* Advanced Typewriting (2 cr.)

P: C225 with a minimum grade of C. A terminal course for students preparing for employment in office occupations. Advanced typing problems, techniques, knowledge, and skills involved in production typewriting. For high-level office employment and business teaching.

C360† Advanced Shorthand (3 cr.)

P: C330 and C250 with minimum grade of C. Review of *Gregg Shorthand Diamond Jubilee*; background knowledge of, and development of competency in, dictation and transcription.

C403 Office Management II (3 cr.)

P: X391. Open to graduate students by permission of instructor. Administration of the office services of duplicating, filing, and records management, machine transcription and typewriting, mail, calculating, communication, reception, travel, and library services. Methods of organizing and operating services, cost controls, and procedures and effective practices; laboratory work required.

C404 Office Systems and Control (3 cr.)

P: X391. Open to graduate students by permission of instructor. Organization and administration of office systems work; systems analysis techniques; simplification and standardization of procedures; office equipment and systems design; procedure writing, forms design; standards and controls. Applications of systems analysis and work measurement techniques.

C445 Transcription (3 cr.)

P: C330 and C360 with a minimum grade of C. Develops greater competency in recording dictation and transcribing; qualifies the student for high-level positions of responsibility in secretarial work.

C446 Advanced Transcription (3 cr.)

P: C330 and C445 with minimum grade of C. Preparation of students for professional reporting, professional secretarial service, and supervision of secretarial departments in large firms; quality and quantity production of business communications and reports.

International Business Administration

D420 International Business Administration (3 cr.)

P: X391 and senior standing. Foreign environment for overseas operations, U.S. government policies and programs for international business, international economic policies, and management decisions and their implementation in international marketing, management, and finance.

D490 Special Studies in International Business (Cr. arr.)

P: X391 and consent of instructor.

D496 Foreign Study in Business (2-6 cr.)

P: X391, senior standing, and consent of instructor. Work in, or visits to, business firms; discussions with business executives and government officials. Prior background reading, orientation work, and approval of project required. Two semester hours for each three weeks of foreign residence.

Finance

F260 Personal Finance (3 cr.)

Financial problems encountered in managing individual affairs; family budgeting, installment buying, insurance, home ownership, and investing in securities. No credit for juniors and seniors in School of Business.

F301 Principles of Finance I (3 cr.)

P: A201-A202, Econ. E201-E202. Business finance from viewpoint of business manager; use of financial statements, tools, and concepts for measuring and planning for profitability and liquidity. Should be followed by F302. Students may enroll concurrently in F393.

F302 Principles of Finance II (3 cr.)

P: F301, M301, W300. Financial planning, working capital management, capital budgeting, dividend policy, and comprehensive problems.

F393 Junior Honors Course in Finance (Cr. arr.)

May be taken only concurrently with F301. Includes subject matter of F301, enabling students to study basic financial concepts and principles in greater depth.

F420 Principles of Investment (3 cr.)

P: F301, X391. Problems of investment policy, types of investment risks, an introduction to security analysis, the analysis of investment requirements, and kinds of investment policies.

F423 Security Analysis (3 cr.)

P: A211, F420, X391. Principles and methods of security analysis designed for students who contemplate careers in the securities business.

* Courses C225 and C330 may also be offered in two courses, each carrying one hour of credit—C225 as C226-C227 and C330 as C331-C332.

† Courses C240, C250, and C360 may also be offered in two courses, each course carrying one and one-half hours of credit—C240 as C241-C242, C250 as C251-C252, and C360 as C361-C362.

F446 Commercial Banking (3 cr.)

P: F301, X391, Econ. E350. Problems of commercial banking discussed from point of view of bank management; determination of proper size of asset reserves; credit analysis required for various kinds of bank loans; investment policies for commercial banks; problems of equity reserves and capital account.

F464 Internship in Finance (Cr. arr.)

P: X391. For seniors approved by instructor; offered only in summer session. Offers on-the-job training in finance. Work supervised by the faculty; written report of work experience required.

F493 Senior Honors Course in Finance (3 cr.)

P: X391. Investigation of problems of student interest; a broad program of reading. Admission limited to distinguished senior scholars majoring in finance.

Business Economics and Public Policy**G300 Introduction to Managerial Economics (3 cr.)**

P: Econ. E201-E202. Applications of elementary concepts of micro-economic theory in the solution of business problems. Development of a conceptual framework for business decision-making under conditions of uncertainty.

G404 Business and Society (3 cr.)

P: X391. Intellectual, philosophical, and scientific foundations of business. The business dynamic; its role in the evolution of enterprise and society from the small and simple to the large and complex; structure, discipline, and goals of a business society.

G406 Business Enterprise and Public Policy (3 cr.)

P: X391 and senior standing. Legal, political, and economic framework of American business-government relationships; emergence of specific industry promotion, regulation and public ownership; government promotion of competition and policing of market practice.

G409 Business Conditions and Public Policy (3 cr.)

P: X391 and senior standing. Measurement and economic analysis of general business conditions; the role of government in promoting stable business conditions, advancing economic growth, and mobilizing for national emergencies.

G493 Honors Course in Business Economics and Public Policy (Cr. arr.)

Special course for outstanding seniors by permission of instructor. P or concurrent: G406, G409, and X391. Important, current, politico-economic developments of interest to business managers.

Business History**H400 Business in Its Historical Setting (2 cr.)**

P: X391. Social and economic environment in which business institutions emerged and developed; reciprocal effects of business institutions on economic environment. Entrepreneurs who developed the "American System"; forces leading to concentration of industry and rise of the large firm.

H403 Business Biography (2 cr.)

P: H400, X391. Seminar for juniors and seniors capable of independent study. Students write perceptive biographies of distinguished American businessmen. Emphasis on development of narrative and research skills.

H490 Independent Study in Business History (Cr. arr.)

P: X391 and consent of instructor.

Personnel and Organizational Behavior**J301 Organizational Behavior and Leadership (3 cr.)**

P: Psych. P101, Soc. S161. Nature of human behavior in organizations as a function of the individual, the groups within which he interacts, and the organizational setting. Emphasis on application of behavioral science concepts and findings to individual behavior and organizational performance.

J440 Manpower Resources and Development (3 cr.)

P: X391, J301. Nature of manpower development and utilization in modern organizations. Establishment and operation of a total manpower program. Includes recruitment, selection, training and development, performance appraisal, reward systems, benefit programs, role of personnel department, and role of government.

J444 Personnel Research and Measurement (3 cr.)

P: J301, X391. Personnel research through review and evaluation of studies in appropriate journals, opportunity to master personnel measurement techniques. Job analysis, job evaluation, wage curve computation, predictor validation techniques, morale measurement, and personnel auditing.

J480 Internship in Personnel and Industrial Relations (Cr. arr.)

P: X391. Open to a limited number of students upon approval of departmental faculty. Students placed with cooperating firms to engage in special research projects. Written report required.

J490 Independent Study in Personnel Management and Organizational Behavior
(Cr. arr.)

P: X391. For senior personnel students with consent of instructor. Research, analysis, and discussion of current topics. Written report required.

Quantitative Methods

K201 The Computer in Business (2 cr.)

Introduction to digital computers and illustrations of their use in business. Stored program concept, types of programming languages, instruction in a specific compiler language; utilization of Business Computing Center. Impact of computers upon business management and organization.

K325 Systems Analysis by Computer (3 cr.)

P: K201, Econ. E370. Systems approach to problem-solving, concentrating on those techniques that depend on use of a computer. Methodology of systems analysis; specific techniques including critical path methods, search techniques, and simulation. Utilization of Business Computing Center.

K327 Introduction to Operations Research (3 cr.)

P: Econ. E370, Math. M215-M216. Philosophy and techniques of operations research. Theory of probability, inventory models, utility and decision theory, game theory, linear programming and queuing models.

K490 Independent Study in Quantitative Methods (Cr. arr.)

Business Law

L200 Elements of Law (3 cr.)

For business education majors and non-business students. Focuses on the nature and development of law as an expression of social policy, the American judicial system, and a number of basic legal principles encountered by all citizens, primarily in the fields of torts, contracts, and agency.

L201 Legal Environment of Business (3 cr.)

P: sophomore standing. Nature and function of law and of legal institutions in society; emphasis on those areas of law most relevant to business operations. Specific areas include: torts, contracts, antitrust and other regulatory laws.

L303 Business Law—Property, Sales, and Negotiable Instruments (3 cr.)

P: L201. Law of real and personal property. Legal problems encountered in marketing goods, including sale of goods, securing credit granted, nature and use of negotiable instruments.

L305 Business Law—Agency, Partnerships, and Corporations (3 cr.)

P: L201. Legal problems faced by businessmen in conducting business transactions through employees and agents, in selecting an appropriate legal form for their business, and in establishing, operating, and dissolving partnerships and corporations.

L308 Business Law—Real Estate Law (3 cr.)

P: L201. Legal problems incident to ownership and transfer of real property. Emphasis on landlord-tenant law, tax ramifications of real estate transactions, and the tools of land-use planning, such as nuisance law zoning, private restrictions, subdivision control, and eminent domain.

L407 Business Law—Administrative Law (3 cr.)

P: L201. Constitutional law, statutory law, and substantive law. Areas of law involved in decision-making. Functions of current administrative agencies of government.

L410 Current Business Problems and the Law (3 cr.)

P: X391 and permission of instructor. Open to graduate students by permission of instructor. Examines a few, selected current problems facing business or society and analyzes the impact of the legal system on these problems.

Marketing

M301 Introduction to Marketing Management (3 cr.)

P: Econ. E201-E202. Overview of marketing for all undergraduates. Marketing planning and decision-making examined from firm's point of view; marketing concept and its company-wide implications; integration of marketing with other functions. Market structure and behavior and their relationship to marketing strategy. Marketing system viewed in terms of both public and private policy in a pluralistic society.

M303 Marketing Decision-Making (3 cr.)

P: M301. Methods of decision-making for marketing management. Development and functioning of managerial systems; formal tools of decision-making. Collection and analysis of marketing data viewed in context of a management information system. Provides common analytical framework for later courses treating specialized marketing aspects.

M402 Marketing Systems (3 cr.)

P: X391, M303 (or permission of the instructor). Analysis of marketing systems. Focuses on institutional structure, relationships, and functions. Marketing channels analyzed in terms of development and as organized behavior systems. Channel design and management, industrial logistics. Comparative analysis and investigation of the social role of marketing systems.

M405 Buyer Behavior (3 cr.)

P: X391, M303 (or permission of the instructor). Buyer behavior relevant to marketing decisions. Logic of market segmentation, recognizing customer heterogeneity. Buyer behavior analyzed in terms of decision-making process and models of individual and aggregate behavior. Specific attention given to consumer behavior in retail markets and to procurement behavior in industrial markets.

M408 Quantitative Methods for Marketing Management (3 cr.)

P: X391, M303 (or permission of the instructor). Application of key quantitative tools to marketing-decision problems. Emphasis given to application of quantitative methods to basic marketing problems and the role of quantitative methods for marketing management. Specific tools covered include bayesian decision theory and mathematical, computer, and forecasting models.

M415 Advertising and Promotion Management (3 cr.)

P: X391, M303 (or permission of the instructor). Basic advertising and sales-promotion concepts. The design, management, and integration of a firm's promotional strategy. Public policy aspects and the role of advertising in marketing communications in different cultures.

M418 Advertising Strategy (3 cr.)

P: X391, M415 (or permission of the instructor). Major managerial problems of promotion administration; advertising research, agency relationships, media concepts and strategy, appropriations and budgets, evaluation, coordination, regulation, and campaign planning.

M419 Retail and Wholesale Management (3 cr.)

P: X391, M303 (or permission of the instructor). Management in retail and wholesale institutions; parallel and comparative treatment given to basic management problems and techniques relevant to both institutions. Basic marketing management variables: location and physical facilities, inventories, purchasing, pricing, and promotion.

M426 Sales Management (3 cr.)

P: X391, M303 (or permission of the instructor). Management of the field sales force. Basic sales management concepts include organization and staffing, allocation of effort, and control and evaluation. A portion of the course is devoted to the special problems of selling in nonconsumer markets.

M439 Internship in Marketing (Cr. arr.)

P: X391. Open to marketing majors with permission of Marketing faculty. Students are placed with business firms for periods of on-the-job training and research work. Supervision exercised by faculty; written reports required.

M490 Special Studies in Marketing (Cr. arr.)

P: X391. Supervised individual study and research work. Open to qualified students by permission of Department Chairman only.

M493 Honors Course—Marketing (Cr. arr.)

P: X391. Open to outstanding seniors in marketing by permission of instructor. Before enrolling, students should consult instructor as to subject and instructional methods used in the course, since these will be varied deliberately from time to time.

Insurance

N300 Principles of Risk and Insurance (3 cr.)

Nature of risk; insurance as method of dealing with risk; property and liability and life and health insurance; insurance as an economic and social institution.

N310 Life and Health Insurance I (3 cr.)

P: N300. Nature of life and health insurance; rate-making; reserves; price measurements; contract provisions; uses of life insurance, health insurance, and annuities; reinsurance; regulation.

N320 Property and Liability Insurance I (3 cr.)

P: N300. Nature of property and liability insurance and suretyship; types of coverages; analysis of contracts; uses of insurance in management of risk.

N403 Internship in Insurance (Cr. arr.)

P: X391. Open to insurance majors with consent of Insurance faculty. Students placed with business firms for periods of on-the-job training. Supervision by faculty; written reports required.

N413 Life and Health Insurance II (3 cr.)

P: N310, X391. Life and health insurance accounting; interpretation of financial statements; taxation of life and health insurance; pricing practices of life insurance companies; pensions and group insurance; social insurance; current problems.

N423 Property and Liability Insurance II (3 cr.)

P: N320, X391. Property and liability insurance company management: rate-making; reinsurance; insurance company accounting and finance, underwriting, loss adjustment; programming insurance to business needs; emerging problems and trends.

Production Management and Industrial Engineering

P301 Operations Management (3 cr.)

P: A202; Econ. E202, E370. Role of production in a business enterprise; basic types of production processes used in industry. Emphasis on application of economic principles and analytical techniques to decisions made by operations manager of any business.

P421 Analysis of Industrial Operations (3 cr.)

P: X391, K201; Math. M216; Econ. E476. In-depth investigation of specific problems in operations management, e.g., scheduling, inventory control, and quality control. Development and application of techniques of industrial engineering and operations research to complex problems in operations management.

P429 Industrial Engineering (3 cr.)

P: P301, X391. For production majors with a career interest in industrial engineering work. Process and methods analysis, job design. Work simplification, motion and micromotion study, work sampling, time study, and predetermined time standards.

P480 Internship in Industrial Management (3 cr.)

P: X391; consent of instructor. Open to interested students upon approval of departmental faculty. Students placed with cooperating firms to receive experience in conducting staff studies. Work supervised by the faculty. Written report required.

P490 Independent Study in Production Management and Industrial Engineering (Cr. arr.)

P: P421, X391. For production majors with a career interest in some area of production other than industrial engineering. Literature in student's special field of interest. Written report required.

Real Estate Administration

R300 Principles of Real Estate (3 cr.)

P: Econ. E201-E202. Real estate divisions and operations related to location factors; reference to economic background of cities, city growth and structure, neighborhoods and districts; real estate market analysis; principal subdivisions of real estate field; managerial policies of private enterprises and government agencies.

R305 Real Estate Practices Laboratory (2 cr.)

P or concurrent: R300. Laboratory exercises in specific and applied real estate practices, including titles, deeds, mortgages, liens, and other real estate instruments. Licensing requirements for brokers and salesmen.

R404 Special Studies in Real Estate (Cr. arr.)

P: R300 and one other real estate course, X391. Individual study program for advanced students, based on their interests.

R440 Real Estate Appraisals (3 cr.)

P: R300, X391. Techniques and methods of appraising real property. Case method combined with field investigation.

R441 Architecture and Construction Laboratory (1 cr.)

P or concurrent: R440, and X391. Preparation of working plans and specifications including site-planning, orientation, and design. Building materials, methods, techniques, and processes.

R443 Real Estate Administration (3 cr.)

P: R300, X391. Develops an understanding of effective techniques of real estate utilization by managers of business firms or specialists in real estate field. Selection, development, management, financing, and renewal of commercial, industrial, and residential real estate.

R444 Real Estate Administration Laboratory (1 cr.)

P or concurrent: R443, and X391. Techniques of real estate analysis. Management, brokerage, subdividing, construction, financing, leasing, sale-leaseback arrangement, and applied urban economics.

R490 Undergraduate Survey of Real Estate and Land Economics (Cr. arr.)

P: X391, consent of instructor.

Applied Urban Economics

S403 Applied Urban Economics (3 cr.)

P: Econ. E201-E202, X391. Application of analytical techniques of economic theory to cities and urban problems; theory of urban growth and structure; and relationships between households, business, and public sectors in cities.

Transportation and Public Utilities

Courses in Transportation

- T300 Principles of Transportation (3 cr.)**
 P: Econ. E201-E202. Private and public management of transportation resources. Development of transport institutions. Rate theory and systems of the forms of transportation. Physical distribution. Metropolitan transportation. Systems in other countries.
- T309 History of Transport and Its Control (2 cr.)**
 P: T300, or Econ. E201-E202 and Geog. G414. Transportation from 1800 to date. Relationship between transportation and growth in economic development here and abroad. Regularly evolution over carriers by rail, road, pipe, and water. Current issues of control.
- T405 Traffic and Physical Distribution Management (3 cr.)**
 P: X391 and T300, or Econ. E201-E202 and Geog. G414. Distribution management integrating traffic management through cooperative functions with packaging, materials handling, inventory control, and facility location. Traffic department organization, functions of carrier selection, determination of rates, classification, and routing. Preparation for American Society of Traffic and Transportation certificate examination.
- T410 Costs, Demand, and Pricing in Transport (3 cr.)**
 P: X391 and T300, or Econ. E201-E202 and Geog. G414. Nature of the cost and demand functions of railroads, trucklines, pipelines, airlines, and water carriers. Pricing problems. Measurement of company and social costs; their application to transport resources.
- T413 Transport Management: Cases and Problems (3 cr.)**
 P: X391 and T300, or Econ. E201-E202 and Geog. G414. Administrative policy and procedures of transportation companies. Internal problems, intermodal and intramodal competition, cases before administrative tribunals.
- T490 Independent Study in Transportation (Cr. arr.)**
 P: X391.

Courses in Public Utilities

- U300 Principles of Public Utilities (3 cr.)**
 P: Econ. E201-E202. Evolution of public utility concept, administrative functions such as rate-making processes, and the effectiveness of commission regulation. Public policy and management problems in particular utility industries, public-power development, river-basin planning.
- U405 Public Utility Management (3 cr.)**
 P: X391. Current practices and problems associated with demand analysis, cost allocation, capacity utilization, rate-making, and capital budgeting.
- U490 Independent Study in Public Utilities (Cr. arr.)**
 P: X391.

Management and Administration

- W100 Business Administration: Introduction (3-4 cr.)**
 Business administration from standpoint of manager of a business firm operating in the contemporary economic, political, and social environment. No credit for juniors and seniors in the School of Business.
- W300 Principles of Management and Administration (3 cr.)**
 P: Econ. E201-E202. Fundamentals of administrative staff and operative management. Successful management principles and techniques for all fields of business: business objectives, policies, functions, executive leadership, organization structure and morale, operative procedures, and control procedures.
- W301 Simulation of Business Enterprise (2 cr.)**
 An integrative course designed to provide the student with an opportunity to synthesize analytical skills and knowledge developed in the basic functional fields of business. Taken only as a part of the special core program jointly with F301, M301, and P301.
- W401 Administrative Policy (3 cr.)**
 P: X391. Administration of business organizations; policy formulation, organization, methods, and executive control.
- W406 Enterprise and Entrepreneurship (3 cr.)**
 P: X391 and senior standing. For students planning to operate their own businesses. Organization, location, management, accounting, financing, production, and marketing problems are stressed.
- W407 Management of Commercial and Trade Organizations (2 cr.)**
 P: X391 and senior standing. Prepares advanced students for work with chambers of commerce, trade associations, and other business associations and organizations.

W490 Independent Study in Business Administration (Cr. arr.)

P: consent of instructor.

W494 Herman B Wells Seminar in Leadership (3 cr.)

Open to seniors in School of Business and selected seniors from other schools with high scholastic ability and promise of developing leadership qualities as exemplified by Herman B Wells.

General Courses**X391 Comprehensive Examination (0 cr.)**

A written examination, required during the semester of the junior year when the student completes the "core" courses. Satisfactory completion is a prerequisite to pursuing senior-level courses in business.

X410 Personal Adjustment to Business (1 cr.)

Assists students in obtaining positions consistent with career goals. Career planning, organized employment campaign, job-application methods, interview, initial conduct on job. Includes addresses by prominent businessmen. Offered first semester only. Also open to second-semester juniors and seniors of other schools.

DEPARTMENT OF ECONOMICS**(College of Arts and Sciences and Graduate School)****General Courses****E201-E202 Principles of Economics I-II (3-3 cr.)**

P: sophomore standing; freshmen may enroll when so advised by Junior Division counselors. Introduction to economic principles and problems: economic organization, production, consumption, distribution of wealth and income, money and banking, value and the pricing process, business cycles, risk and insurance, labor problems, industrial monopoly, international economic relations.

S201-S202 Principles of Economics: Honors Course I-II (3-3 cr.)

Designed for freshman students of superior ability. Includes material of E201-E202.

E208 Sophomore Seminar in Economics (2 cr.)

P: E201 with a grade of A, E202 concurrent. Group discussion of current economic problems; organized in tutorial sections limited to 12 students each.

E300 Economic Principles (5 cr.)

A one-semester course for juniors and seniors. Essentially the same subject matter as E201-E202.

E320 Intermediate Economic Analysis (3 cr.)

P: E201-E202. For students with considerable background in business or economics. General economic theory. Emphasis on price, distribution, and monopoly theories; analysis and criticism, with some discussion of current problems.

E399 Readings for Honors (12 cr. max.)

P: approval of departmental Honors committee.

E403 Current Economic Tendencies (2 or 3 cr.)

P: senior or graduate standing. Current tendencies in economic organization and theory. Changes in production, consumption, labor organization and wage theory, taxation, business organization, international economic relations, and extension of governmental direction and control of industry.

E406 Advanced Undergraduate Seminar in Economics (2-4 cr.; 4 cr. max.)

Open to juniors and seniors by special permission, preference given to superior students. Contemporary economic problems. Organized in tutorial sections limited to 12 students each.

E408 Undergraduate Readings in Economics (3 cr. max.)

P: senior standing and consent of instructor. Individual readings and research. Restricted to economics majors.

E423 National Income and Economic Fluctuations (3 cr.)

P: E201-E202. Causes and implications of fluctuations in levels of national income; survey of problems of defining and measuring national income. Introduction to national income approach to economics as exemplified in the writings of Keynes and his contemporaries.

E496 Foreign Study in Economics (3-8 cr.; once only)

P: consent of Department Chairman. Planning of a research project during year preceding summer abroad. Time spent in research abroad must amount to at least one week for each credit hour granted. Research paper mandatory by end of semester following foreign study.

E499 Reading for Honors (12 cr. max.)

P: approval of departmental Honors committee.

Economic History**E111-E112 Economic Development of Western Civilization I-II (3-3 cr.)**

Origins and evolution of modern economic institutions and problems: emergence of market mechanism; origins and spread of Industrial Revolution; major national and world economic issues.

E310 Modern European Economic History (3 cr.)

P: E111-E112 or junior standing. Background of the Industrial Revolution prior to 1700 and major economic trends and institutions of the 18th and 19th centuries. Economic background, wartime organization, postwar reconstruction, and maladjustments of World Wars I and II.

E412-E413 American Economic History I-II (3-3 cr.)

Historical development of American economy: colonial and early national economic growth, agricultural specialization and unrest, transportation, industrialization, urbanization, Big Business and its regulation, labor organization, foreign trade, problems of wars and depressions. I. To 1860. II. Since 1860.

E417 Economics of Energy (3 cr.)

Conducted on seminar basis. Contributions of energy to economic systems. Reliance of modern industrialism on mechanical power, from early reliance on water power and wood to use of coal, gas, oil, and nuclear energy. Political and economic effects of competition among these energy sources. Substantial reading list.

Economic Thought and Comparative Economic Systems**E325 Comparative Economic Systems (3 cr.)**

P: E201. Essential economic features of economic systems: private capitalism in the U.S., dictatorial socialism in Russia, and democratic socialism in Great Britain.

E420 History of Economic Thought (3 cr.)

P: graduate or senior standing or permission of instructor. Examination of the main theoretical developments since the beginning of the systematic study of economics in the 18th century. Evaluation and interpretation of theoretical propositions and structure of the earlier writers in terms of modern economic analysis.

International Economics**E430 Introduction to International Economics (3 cr.)**

P: E201-E202. Forces determining international trade, finance, and commercial policy under changing world conditions. Theory of international trade, monetary standards, tariff policy, and trade controls.

Labor Economics**E340 Introduction to Labor Economics (3 cr.)**

P: E201-E202. Economic problems of the wage earner in modern society; structure, policies, and problems of labor organizations; employer and governmental policies affecting labor relations.

E345 Social Security (3 cr.)

Economic losses from unemployment, old age, sickness, and accident, and methods of insuring against them. Comparison of Social Security Act with provisions of foreign social insurance laws.

E445 Practices and Problems of Collective Bargaining (3 cr.)

P: E340. Position of the collective bargaining agreement in contemporary economy; economic, social, and legal problems involved in negotiating the agreement; its issues, administration of the collective bargaining agreement through grievance procedure and arbitration.

E446 Public Policy in Labor Relations (3 cr.)

P: E340 or consent of instructor. Economic analysis of problems resulting from legislative and judicial efforts to determine rights, duties, and responsibilities of labor unions and employers. Development and current position of public policy in labor relations.

Money and Banking**E350 Money and Banking (3 cr.)**

P: E201-E202. Monetary and banking system of the U.S.; problems of money and prices, proper organization and functioning of commercial banking and Federal Reserve systems, problems of monetary standards, and credit control. Recent monetary and banking trends.

E455 Federal Reserve Monetary Policy Since 1914 (3 cr.)

P: E350 or consent of instructor. Analysis, description and evaluation of monetary policies of the Federal Reserve System since 1914 and their administration. Criteria for appraising money performance.

Public Finance**E360 Public Finance (3 cr.)**

P: E201-E202. Introduction to government finance. Public expenditures. Kinds of revenues; public domain, fees, special assessments, and taxes. Theories and principles of taxation. Kinds of taxes. Economic effects of taxation. Public debts and budgets.

Statistics

- E370 Interpretation of Business and Economic Data (3 cr.)
Statistical data in business and economics. Methods of tabular, graphic, and numerical analysis of quantitative data and interpretation of findings. Two lecture-recitation hours and one two-hour laboratory period weekly.
- E375 Introduction to Mathematical Economics (3 cr.)
P: E201-E202, M118-M119. Micro- and macroeconomic concepts in a mathematical context. Economic functions, equilibrium, marginal analysis, optimality expressed as equations, systems of equations, derivatives, and maxima and minima. Applications of matrix algebra to input-output analysis and linear programming.
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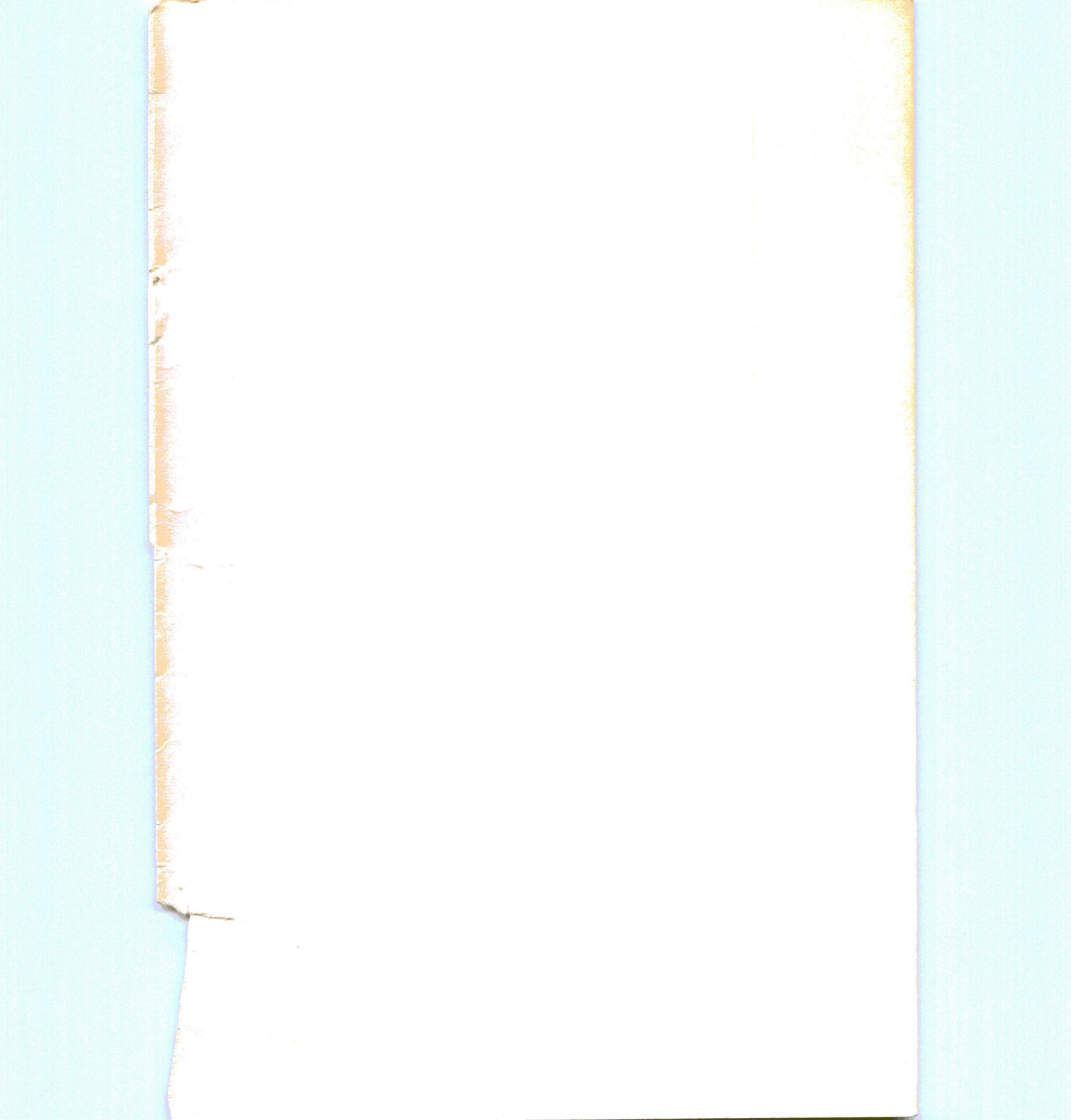
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