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 **School of Business**
Undergraduate Studies

undergraduate

1968-69 INDIANA UNIVERSITY BULLETIN



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
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.

† Two *Bulletins* are issued: Bloomington and Indianapolis.

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

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

**BULLETIN OF THE
SCHOOL OF BUSINESS
UNDERGRADUATE STUDIES**

INDIANA UNIVERSITY

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INDIANA UNIVERSITY BULLETIN

(OFFICIAL SERIES)

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Vol. LXV, No. 23 Bloomington, Indiana November 10, 1967

Calendars

Bloomington Campus

1967-68

1968-69

First Semester

New student meetings—		
Junior Division.....	Sept. 10, Sun, 7:30 p.m.	Sept. 9, M
Transfer and graduate.....	Sept. 11, M, 9 a.m.	Sept. 9, M
Counseling.....	Sept. 11, 12; M, T	Sept. 10, 11; T, W
Registration.....	Sept. 13, 14; W, Th	Sept. 11, 12, 13, 14; W, Th, F, S
Classes begin.....	Sept. 15, F, 7:30 a.m.	Sept. 16, M, 7:30 a.m.
Mid-term reports due.....	Nov. 8, W, 5 p.m.	Nov. 8, F, 5 p.m.
Thanksgiving recess begins (after last class).....	Nov. 21, T	Nov. 26, T
Classes resume.....	Nov. 27, 7:30 a.m.	Dec. 2, M, 7:30 a.m.
Christmas recess begins (after last class).....	Dec. 20, W	Dec. 21, S
Classes resume.....	Jan. 3, W, 7:30 a.m.	Jan. 6, M, 7:30 a.m.
Advance registration (for second semester).....	Jan. 3-17	
Classes end.....	Jan. 17, W	Jan. 16, Th
Exams begin.....	Jan. 19, F, 7:45 a.m.	Jan. 18, S, 7:45 a.m.
Exams end.....	Jan. 26, F, 5:15 p.m.	Jan. 25, S, 5:15 p.m.

Second Semester

New student meetings.....		
Counseling.....	Jan. 30, T	Jan. 27, M
Registration.....	Jan. 31, Feb. 1; W, Th	Jan. 28, 29; T, W
	Feb. 2, 3; F, S	Jan. 29, 30, 31, Feb. 1; W, Th, F, S
Classes begin.....	Feb. 5, M, 7:30 a.m.	Feb. 3, M, 7:30 a.m.
Mid-term reports due.....	Mar. 29, F, 5 p.m.	Mar. 21, F, 5 p.m.
Spring recess begins (after last class).....	Apr. 5, F	Mar. 29, S
Classes resume.....	Apr. 15, M, 7:30 a.m.	April 7, M
Founders' Day*.....	May 1, W	May 7, W
Advance registration (for first semester).....	May 13-25	
Classes end.....	May 25, S, 12:15 p.m.	May 23, F
Exams begin.....	May 27, M, 7:45 a.m.	May 26, M, 7:45 a.m.
Memorial Day holiday.....	May 30, Th	May 30, F
Exams end.....	June 4, T, 5:15 p.m.	June 3, T, 5:15 p.m.
Commencement.....	June 10, M, 10 a.m.	June 9, M, 10 a.m.

Summer Sessions

<i>Intercession</i>		
Counseling.....	June 4, T	June 3, T
Registration.....	June 4, T	June 4, W, 8 a.m.-12 noon
Classes begin.....	June 5, W, 7:30 a.m.	June 4, W, 1 p.m.
Classes end.....	June 19, W	June 18, W

Regular Session

New student meetings and counseling.....		
Registration.....	June 18, T	June 16, M
Classes begin.....	June 19, W	June 17, 18; T, W
Monday classes meet.....	June 20, Th	June 19, Th, 7:30 a.m.
Independence Day holiday.....	June 22, S	
Tuesday classes meet.....	July 4, Th	July 4, F
Thursday classes meet.....	July 6, S	
Classes end.....	Aug. 3, S	
	Aug. 9, F	Aug. 8, F

Postsession

Counseling.....	Aug. 8, Th	Aug. 11, M, 8 a.m.-12 noon
Registration.....	Aug. 9, F	Aug. 11, M, 1-5 p.m.
Classes begin.....	Aug. 10, S	Aug. 12, T
Classes end.....	Aug. 24, S	Aug. 26, T

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

Table of Contents

	Page
INDIANA UNIVERSITY GENERAL STATEMENT	5
SCHOOL OF BUSINESS	11
Development of the School of Business	11
Purpose of the School	11
Instructional Programs	12
Degree Programs	12
Two-Year Certificate Program	13
Other Instructional Activities	13
Related Services and Facilities	14
Research and Publications	15
Organization of the School	16
Faculty Associates	16
Departmental and Curricular Structure	16
Student Organizations	16
Prizes, Awards, and Scholarships	18
UNDERGRADUATE STUDIES	19
Requirements for Admission	19
Policies Governing Undergraduate Study	20
Hours Requirement	20
Grade Code	20
Grade Average Requirements	21
Class Standing	21
Semester Load	21
Addition of Courses	21
Withdrawals	21
Incompletes	21
Senior Residence Requirement	21
Division of Regional Campuses	21
Correspondence Study	22
Extension, Correspondence, or Evening-Division Credits	22
General Scholarship Rule	22
Academic Standing	22
Probation	22
Dismissal	22
Absences	22
Elementary Composition	22
Comprehensive Examination	22
Undergraduate Curricula	23
General Education Core Courses	24
Basic Business and Economic Core	25
Curricular Concentrations	26
Management and Administration	26
Specialized Curricula	26
Accounting	26
Business Economics and Public Policy	27
Business Education and Office Management	27
Business Education	28
Office Management	29
Finance	29
Marketing	29
Textile Merchandising	30
Business Statistics	31
Insurance	31
Insurance and Actuarial Science	32
International Business Administration	32
Personnel and Organization Behavior	32
Production Management and Industrial Engineering	33
Quantitative Business Analysis	33
Real Estate Administration	34

	Page
Transportation and Public Utilities	35
Applied Urban Economics	35
Combined Curricula	36
Business-Journalism	36
Business-Law	36
Business-Health	36
Two-Year Certificate Programs	37
Accounting	37
Management and Administration	37
Office Management	38
RESERVE OFFICERS' TRAINING CORPS (ROTC)	38
Department of Military Science	38
Department of Aerospace Studies	39
THE GRADUATE SCHOOL OF BUSINESS	41
Master of Business Administration (M.B.A.)	41
Nature of the Program	41
Admission	41
Academic Programs	41
Administration	41
Residence and Time Requirements	42
M.B.A. Degree Requirements	42
Further Information	42
Doctor of Business Administration (D.B.A.)	42
Administration	42
Admission	42
D.B.A. Program Requirements	43
Further Information	43
Other Doctoral Programs	43
UNDERGRADUATE COURSES, 1968-69	44
School of Business	44
Accounting	44
Business Education and Office Management	45
International Business Administration	46
Finance	46
Business Economics and Public Policy	47
Business History	47
Personnel and Organization Behavior	47
Quantitative Business Analysis	48
Business Law	48
Marketing	48
Insurance	49
Production Management and Industrial Engineering	49
Real Estate Administration	50
Applied Urban Economics	50
Transportation and Public Utilities	50
Management and Administration	51
Department of Economics (College of Arts and Sciences, Graduate School)	52
FACULTY OF THE SCHOOL OF BUSINESS, 1967-68	55

1. The first part of the paper is devoted to a general discussion of the problem of the origin of life. It is shown that the problem is one of the most important and most difficult in the history of science.

2. The second part of the paper is devoted to a detailed discussion of the various theories of the origin of life. It is shown that the various theories are based on different assumptions and that they are all subject to serious difficulties.

3. The third part of the paper is devoted to a discussion of the various experiments which have been carried out in order to test the various theories of the origin of life. It is shown that the results of these experiments are very inconclusive.

4. The fourth part of the paper is devoted to a discussion of the various philosophical problems which are connected with the problem of the origin of life. It is shown that these problems are very important and that they are all subject to serious difficulties.

5. The fifth part of the paper is devoted to a discussion of the various historical problems which are connected with the problem of the origin of life. It is shown that these problems are very important and that they are all subject to serious difficulties.

6. The sixth part of the paper is devoted to a discussion of the various scientific problems which are connected with the problem of the origin of life. It is shown that these problems are very important and that they are all subject to serious difficulties.

7. The seventh part of the paper is devoted to a discussion of the various social problems which are connected with the problem of the origin of life. It is shown that these problems are very important and that they are all subject to serious difficulties.

8. The eighth part of the paper is devoted to a discussion of the various political problems which are connected with the problem of the origin of life. It is shown that these problems are very important and that they are all subject to serious difficulties.

9. The ninth part of the paper is devoted to a discussion of the various economic problems which are connected with the problem of the origin of life. It is shown that these problems are very important and that they are all subject to serious difficulties.

10. The tenth part of the paper is devoted to a discussion of the various cultural problems which are connected with the problem of the origin of life. It is shown that these problems are very important and that they are all subject to serious difficulties.

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 12 academic schools and 5 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 School of Law, and the Herron School of Art.

Regional campuses and centers, most of them in new buildings and expanded settings, are located in East Chicago, Fort Wayne, Gary, Indianapolis, Jeffersonville, Kokomo, Richmond, and South Bend.

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 tenth 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 Ameri-

can 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.

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 wives receive 50 percent reduction in basic fees; 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 \$1,345. Expenditures for clothing, travel, entertainment, and personal items are not included in this estimate.

Schedule of Fees, 1968-69

RATES PER SEMESTER (Flat Rates)	In-State	Out-of-State
Undergraduate* (10 or more hours)	\$195	\$510-525†
Medicine	375	700-800†
Dentistry	325	575-700†
Optometry	325	575-700†
Law—Bloomington (8 or more hours)	212.50-225†	525-560†

RATES PER CREDIT HOUR

Undergraduate* (1-9 hours)	\$ 15	\$ 34-35†
Graduate‡ (any number of hours)	15	34-37†
Graduate Business	16	36-39†
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	\$ 34-35†
Graduate‡	15	34-37†
Graduate Business	16	36-39†
Law—Bloomington	16	37
Law—Indianapolis	16	37
Optometry	19	36-37†
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
Credit by Examination	10
Special Examination	5
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. All freshman women are required to live in either the University Halls of Residence or in officially approved private dormitories, except those exempted by the Dean of Students on the basis of employment or local residence with relatives. Other housing accommodations are available in private homes, approved by the University, and in fraternity and sorority houses.

Rates in the Halls of Residence range from \$680 to \$980 an academic year for single housing and from \$50 to \$155 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. Housing 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, Room 205, Maxwell Hall, 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 Section of the Office of Scholarships and Financial Aids 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 Office of Scholarships and Financial Aids, 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, 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 Extra Concert 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 also are among the cultural opportunities available for students. 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.

Social and Traditional Events. Homecoming, President's Ball, Little 500 weekend, Military Ball, and Christmas Eve on Campus are among the traditional events on campus.

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. The finest facilities for swimming, golf, tennis, volleyball, archery, and bowling are available.

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 govern-

ment 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 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, 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. General religious groups on campus conduct extensive religious, social, and service activities.

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, has expanded rapidly since 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 campus to interview prospective graduates with business career aspirations. Other firms provide information regarding opportunities of interest to both students and alumni. The Placement Office coordinates the campus 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 Hall 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 eight to twelve 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 larger 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 *fourragère* 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 assistantships, 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 W410, 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) management and administration, (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 one of the regional 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.

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, W391, 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-Mishawaka, 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 the Northwest, South Bend-Mishawaka, and Fort Wayne Regional Campuses as well as at the Bloomington Campus. Students may complete all or part of the first three years at the Indianapolis and Southeastern Campuses to a maximum of 90 credit hours. Students may complete a part of the first three years at the Kokomo Campus 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, L300, 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, (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 seven basic or "core" courses. The examination tests the student's ability to apply knowledge gained in these courses: Bus. A201-A202, F301, L300, M301, W300; 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 seven 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. W410, 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 who wish to use the facilities of the Placement Office may take Bus. W410.

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.

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
COMMUNICATIONS	4
Eng. W131 Elementary Composition	2
Spch. S121 Public Speaking I	2
HUMANITIES	6
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	
AMERICAN INSTITUTIONS	6
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
INTERNATIONAL INSTITUTIONS	6
Selected from:	
†Econ. E310 Modern European Economic History	3
Econ. E325 Comparative Economic Systems	3
Econ. E415 Latin American Economic Growth	3
Econ. E425 Problems of European Economic Integration	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; 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 other than business and economics.

	Credit Hours
MATHEMATICS	6-8
Students with less than two years of high school algebra and trigonometry must take either M115 or M117. Credit in M115 or M117 may not be applied toward the total hour requirement for graduation.	
M115 Review of Algebra and Trigonometry	5
or	
M117 Partial Review of Algebra and Trigonometry	3
A student must meet the requirement in mathematics by completing:	
M118 Finite Mathematics	3
plus a choice from the following:	
M119 Brief Survey of Calculus	3
M211 Calculus	3
Only for students with requisite previous work in analytic geometry who plan to take further mathematics courses including M216.	
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 M216.	
BEHAVIORAL AND NATURAL SCIENCES	14-16
Psy. P101 Introductory Psychology I	3
Soc. S161 Principles of Sociology	3
Plus one of the following:	
Life Sciences:	
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
Physio. P204 Elementary Human Physiology	5
Zoo. Z103 Animal Biology	5
Physical Sciences:	
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
Plus one additional course selected from:	
Anth. A104 General Anthropology II	3
Psy. P102 Introductory Psychology II	3
Soc. S232 Society and the Individual	3
The courses in the Life and Physical Sciences listed immediately above.	
A second course in the Life and Physical Sciences for which one of the courses listed above is a prerequisite.	
GENERAL EDUCATION UNRESTRICTED ELECTIVES	8-12

Basic Business and Economic 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 freshman and sophomore program would be:

FRESHMAN YEAR	Hours	SOPHOMORE YEAR	Hours
Eng. W131—Elementary Composition I	2	Econ. E201-E202—Principles of Economics I-II	6
Speech S121—Public Speaking	2	Bus. A201-A202—Introduction to Managerial Accounting	6
Laboratory and Behavioral Science	8-10	Behavioral Science	3
Mathematics	6	Legal Foundation of Business	3
American Institutions	6	Statistics	3
Physical Education	2	Humanities	6
Electives	4-6	Electives	3

The specific courses which will be a part of the junior and senior year are currently undergoing major revision by the appropriate departmental faculties. The program will include course work in statistics, marketing, finance, production, business simulation, and organizational behavior. These revisions will be published in subsequent issues of this *Bulletin*.

CURRICULAR CONCENTRATIONS

The undergraduate curricula outlined on the following pages include: (1) management and administration; (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.

MANAGEMENT AND ADMINISTRATION

Mead Johnson Professor Mee; Professors Bossort (Adviser), Gordon, Haerberle, Stockton (Chairman), Thompson, Weimer; Associate Professors Kuntz, Porter, Snider; Assistant Professors Estafen, Van Houten; Lecturer Ryan.

For students who wish to pursue a broad general program, the management and administration 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. Those at the M.B.A. level are to develop potential to make and execute professional managerial decisions for complex organizations in a rapidly changing environment. At the D.B.A. level the aim is to develop capacity for research and teaching with emphasis on building stronger discipline in the field.

Course Requirements*

Junior and Senior Years: Any combination of 9 credit hours must be taken from: Bus. A205, D420, F420, G300, G406, G409, H400, J340, K423, L407, N300, P320, R300, S403, T300, U300; any combination of 6 credit hours must be taken from: Econ. E320, E340, E350, E360. Also required in the senior year: Bus. W413, plus an additional 400-level business course.

Specialized Curricula

ACCOUNTING

Professors Dieterle, Frumer (Acting Chairman and Adviser), Hay, Milroy, Pressler, Seawell, Spencer, Walden; Lecturer 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.

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 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.

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Course Requirements*

Sophomore Year: Bus. A205, A211; Math. M118 and M119 (may be taken freshman year).

Junior Year: Bus. A308, A312, L303; Econ. E350; three accounting electives at 300-400 level required for junior and senior years, other electives to be selected from any area of the University.

Senior Year: Bus. A404; Speech 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 Professor Bateman (Adviser); Lecturer Foust.

The Department of Business Economics and Public Policy, staffed by professional economists with wide experience in business and government, offers two fields of study: applied economic analysis, in which the tools of economic theory are applied to both business and governmental problems of resource allocation; and business-government relations, the study of the public policy environment in which business operates.

Students may elect a major within the Department at undergraduate, M.B.A., and D.B.A. levels. Business economists typically occupy staff positions requiring skill in economic forecasting, in analyses of markets and investment possibilities, and in examination of the influence of public policy decisions on the firm and industry. Careers in public service offer exciting avenues to the highest policy-making positions.

In arranging a full program of study, undergraduate majors should have a specialization of from 9 to 12 hours in some field of business or economics outside the Department.

Course Requirements*

Sophomore Year: Gov. G103, G104.

Junior Year: Econ. E350, E360; electives, 6-9 hours to be selected in consultation with faculty adviser from the following: Bus. G300, L305, T300, U300; Econ. E325, E340; Gov. G301, G303, G305, G306, G321.

Senior Year: Bus. G406, G409; electives, 6-9 hours to be selected in consultation with faculty adviser from the following: Bus. L407, S403, H400; Econ. E475, E476; Gov. G421, G441.

BUSINESS EDUCATION AND OFFICE MANAGEMENT

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

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 method-

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ology, skill in counseling students, the ability to measure learning achievement and to evaluate instruction.

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, L304 (first semester); Ed. B474, M444. Also required in Program A, Bus. A211, C360, C403, C445. Also required in Program B, Bus. C360, C403, C445. Also required in Program C, Bus. A211, A205 or A308, C403. Also required in Program D, Bus. A211, M315, M319.

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.

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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, J340, W204; 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; Assistant Professor Hayden; Lecturer 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. A special curriculum is offered for students who plan careers in commercial banking. The courses supplement the basic finance curriculum in such a manner as to provide the best possible academic training for the banking business. Information about this special curriculum may be obtained from the student's faculty adviser.

Course Requirements*

Junior Year: Bus. A211, F302; Econ. E350; electives 5-13 hours.

Senior Year: Bus. F420, F446; at least four of the following courses: Bus. A312, G406, G409, N300, R300, T300, U300; Econ. E320, E360, E430, E455; Math. M200; electives 7-15 hours.

MARKETING

Professors Day, Halterman, Haring, Otteson, Panschar, Thorelli (Chairman and Adviser); Associate Professors Granbois, McCammon, Patterson, Wentworth, Willett; Assistant Professors Morris, Ness, 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

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the firm. Students planning careers in advertising, research, 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.

Course Requirements*

Junior Year: Bus. M302; two courses from the following group, including at least one course either from finance or management: Bus. F302, G300, J340, N300, P320, R300, T300; electives chosen in consultation with adviser, 5-13 hours.

Senior Year: Bus. M404; two courses from the following group: Bus. M315, M319, M407, M426, M427, M493 (by invitation only); one course from the following group: Bus. A205, A430, G300, K427; Econ. E475, E476; Math. M118; one course from the following group: Econ. E320, E340, E350, E360; electives chosen in consultation with adviser, 10-18 hours.

Electives: Marketing majors are urged to consider work in psychology, sociology, anthropology, mathematics, and quantitative areas, and in planning their programs should consider a study of basic courses in these areas early in their program in order that they may be prepared to enroll in advanced courses during their junior and senior years.

TEXTILE MERCHANDISING

Associate Professors McCammon (Adviser), Crenshaw (Department of Home Economics) (Associate Adviser).

The textile merchandising 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 addition to arts and science courses, 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. M302, M315; electives, 5-13 hours.

Senior Year: Bus. M319, M320; M316 or Journ. J335; Bus. M439 (intern program during summer preceding senior year highly recommended but not required); one course from the following group: Bus. F302, J340, N300, P320, R300, T300; one course from the following group: Econ. E320, E340, E350, E360; electives, 9-17 hours.

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. Textile merchandising majors also are urged to consider work in psychology, sociology, anthropology, and related disciplines; likewise, additional work in mathematics is strongly recommended.

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BUSINESS STATISTICS

Associate 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 M118, M215, M216.

Junior Year: Bus. A205 or A211, W305; Econ. E350, E475; electives, 3-11 hours.

Senior Year: Bus. K423, M427; Econ. E476; electives, 20-24 hours to be selected in consultation with the faculty adviser.

INSURANCE

Professor 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.

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, A211, or A315; N300; electives.

Senior Year: Bus. N310, N320, N413, N423, W410; electives.

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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.

INTERNATIONAL BUSINESS ADMINISTRATION

Professor Farmer (Chairman); Associate Professor Nehrt, Stevens; Lecturers Hogue, McKibbin.

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 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.

PERSONNEL AND ORGANIZATION BEHAVIOR

Professors Stockton (Chairman), Williams; Associate Professors Cummings, Scott; Assistant Professors Hinton, Novit (Adviser).

Personnel and organization behavior deals with the application of basic managerial and administrative processes in the employment, development, utilization, compensation, and maintenance of an adequate work force. Personnel staff members and the technical organizational units to which they are assigned are primarily concerned with making it possible for people to be more productive while at the same time receiving greater personal satisfactions from their efforts.

As modern manpower management requires an understanding of the behavior of individuals at work as well as specific skills and abilities, professional attention must be given to such technical areas as selection, training and development, the administration of financial incentives, employee services, labor-management relations, including collective bargaining and the handling of grievances, health and safety activities, personnel research, and community relations. The curricula also emphasizes such vital processes as motivation, morale, communication, leadership, small group behavior, and organizational theory.

The objectives at the undergraduate level are to provide the student with a broad spectrum of knowledge and understanding in both the liberal arts and business courses as a basis for preparing for a career in business or institutional leadership; to prepare men and women for careers in general management and supervision as well

as in technical areas of modern, professional personnel and industrial relations work; to enhance the individual's immediate value to his employer by teaching him certain basic personnel techniques and methods; and to encourage interest in advanced study and preparation for careers in teaching and research in personnel, organizational behavior, and industrial relations.

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*

Sophomore Year: Psy. P101; Soc. S161.

Junior Year: Bus. F302, J340, P320; Econ. E340; two of the following: Psy. P233, P420; Soc. S303, S403; electives 2-10 hours.

Senior Year: Bus. J407, J444, J446, W413; Econ. E445; electives 10-18 hours, some of which should be from: Bus. G406, K423, K427; Psy. P233, P319, P325, P420; Soc. S303, S403, S459.

PRODUCTION MANAGEMENT AND INDUSTRIAL ENGINEERING

Visiting Professor Muth; Professors Stockton (Chairman), Timms; Associate Professor Groff; Assistant Professor Pohlen (Adviser).

This curriculum is designed to challenge and to develop the intellectual capacity of men whose career interests suggest an initial managerial assignment within the operations function of business firms. Major courses treat decision processes for all types of operating problems with special emphasis on application of modern, quantitative methods of analysis.

Graduates of the program are prepared to enter industry through management positions in such areas as production supervision, production planning, inventory control, purchasing, and systems analysis. By taking advantage of the program flexibility in the last two years, the student may also prepare himself for specialized operating positions such as industrial engineering and quality control, or take considerable work in some functional, institutional, or technical field of special interest.

Undergraduate majors are encouraged to: (a) meet the laboratory science requirements with courses from the physical sciences, and (b) utilize a significant portion of their elective hours to develop depth of understanding and skills in mathematics, statistics, and the sciences.

Course Requirements*

Sophomore Year: Math. M118, M215 (may be taken in freshman year); electives, 2-7 hours.

Junior Year: Bus. A205, P320; electives, 8-16 hours.

Senior Year: Bus. K423, P423, P425; one course from Econ. E320, E340, E385, E475, E476; electives, 12-18 hours.

QUANTITATIVE BUSINESS ANALYSIS

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

Student and faculty members in quantitative business analysis use the electronic facilities of the Indiana University Computing Center to study a wide variety of problems, including scheduling of production, control of inventories, optimal maintenance policies, input-output analysis, transportation scheduling, and determination

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of logistical support. Studies also extend to strategy problems involving such techniques as linear and nonlinear programming, statistical decision theory, game theory, queuing theory, simulation, and many others.

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. 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. Then he would be well prepared to enter the M.B.A. program in the area of quantitative business analysis.

Course Requirements*

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

Junior Year: Bus. A205 or A211, G300, P320; Bus. K423; electives 0-3 hours.

Senior Year: Bus. K427 (may be taken in the junior year), M427; electives, 16-24 hours.

REAL ESTATE ADMINISTRATION

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

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, R444; Econ. E350. With the approval of the faculty adviser, four of the following courses must be selected: Bus. A205, A211, A228, F420, G406, G409, J340, M315, M426, N300, N423, W406; Econ. E360, E423; F.A. H476; Geog. G314; Gov. G321; Soc. S309.

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TRANSPORTATION AND PUBLIC UTILITIES

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

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. A211, T300, T309, U300; electives, 3-11 hours.

Senior Year: For students specializing in transportation: Bus. L303, T405, T410, T413; electives, 13-21 hours to be selected in consultation with faculty adviser. For students specializing in public utilities: Bus. L303, T410, U405; electives, 16-24 hours to be selected in consultation with faculty adviser.

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 has established a field of specialization in Applied Urban Economics for doctoral students.

In 1965, the Institute for Applied Urban Economics was successful in a national competition for matching grants in urban economics from the Committee on Urban Economics of Resources for the Future, Inc. Funds are now available to support doctoral dissertations and postdoctoral research in urban and regional economics.

Thus, the program in Applied Urban Economics at Indiana University is largely concentrated at the doctoral level where three seminars are offered in addition to a faculty-graduate student research workshop. However, at the undergraduate level, one course in Applied Urban Economics (S403) is offered and designed as an optional course for any student in the University as well as for students in the School of Business. All students taking courses in Applied Urban Economics are encouraged to participate in the University-wide program in urban studies and, when possible, to take appropriate course work in other departments to broaden their understanding of urbanization.

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Combined Curricula BUSINESS-JOURNALISM

Professors Halterman (Adviser), Stempel (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 wish to prepare for advertising by combining general business and general journalism study, 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 is sufficiently flexible to allow for adaptation to the individual requirements of students.

Course Requirements*

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

Junior Year: Bus. M302, M315; Journ. J305, J334, J337.

Junior and Senior Years: Journ. J409 (or J419); four courses in business, including two numbered in the 400's (other than W410) and at least two from the following group: Bus. A211 or A205, D420, F420, G300, G406, G409, H400, K423, K427, L407, N300, P320 or J340, R300, T300 or U300, W413; one course from the following group: Econ. E340, E350, E360; electives in consultation with adviser.

BUSINESS-LAW

Professor Hewitt (Adviser); Assistant Professors Donnell, Barnes.

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.

BUSINESS-HEALTH

Professor Hopper (Division of Allied Health Sciences); Associate Professor Porter.

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

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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. A205, B413, C300, C404, J340, J446; 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.

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 courses and area concentrations are required:†

	Credit Hours
Communications (Eng. W131-W132)	4
History and Government	6
Humanities	6
Behavioral Sciences	3
Laboratory Science	5
Mathematics	0-5
Electives	1-6

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, A205, A211, A312, W100; Econ. E201-E202; one of: Bus. A306, A308; one of: Bus. F301, L300, 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:

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† For students who entered before 1968-69. For a detailed listing of the courses offered under each, for the general education areas, see pages 24-25 in the 1967-68 *School of Business Bulletin*.

Sequence in Management and Administration: Bus. A201-A202, L300, W100, W300; Econ. E201-E202, E370; one of: Bus. F301, J340, M301, P320; one of: Bus. A228, 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, W204; 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 Barnitz (Lieutenant Colonel), Crawford (Major), Marko (Major), Blake (Captain), Brubach (Captain), Haught (Captain), Lyerly (Captain), Neal (Captain), Ringmacher (Captain), Stupka (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 enrolling in 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 Merrell (Lieutenant Colonel); Assistant Professors Kiser (Major), Welch (Major); Instructors Karaffa (Captain), Sanford (Captain).

AFROTC is a voluntary program for qualified male students who desire to serve their country as commissioned officers in the U.S. Air Force.

Training is conducted by carefully selected, highly qualified U.S. Air Force officers who guide the development of individual attitudes and skills that are of primary importance to a leader.

Four-Year Program. This program is divided into two phases—the General Military Course (GMC), for freshmen and sophomores only, and the Professional Officer Course (POC), open to juniors and seniors on a selective basis after successful completion of the GMC. Students seeking enrollment in the GMC must successfully complete pre-enrollment testing requirements and be physically qualified. During the first two years additional testing is accomplished, physical examinations are administered, and selective screening takes place to identify those qualified for entrance into the POC. Four weeks Field Training at a designated Air Force Base is a mandatory requirement for those enrolled in the POC. It should be taken during the summer between the junior and senior years.

Two-Year Program. To qualify, the student must be at least a junior and have two academic years remaining at either the undergraduate or graduate level. Applicants seeking enrollment must pass a written examination, pass the Air Force medical examination, and be recommended by a board of Air Force Officers. Final selectees must successfully complete a six-week summer Field Training Course prior to official enrollment.

Pay and Scholarships. All students in the POC receive \$50 a month during the academic year (ten months). In addition, they receive approximately \$140, 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). All qualified senior cadets interested in becoming Air Force pilots participate in the FIP. Those who complete this program, pass the FAA examination, and are qualified may receive their private pilot's license. This program is provided at no expense to the cadet.

Active Duty Commitment. Air Force ROTC graduates are commissioned second lieutenants and are required to serve four years on active duty, or approximately five years in the case of pilots and navigators. The Air Force encourages graduate studies, and entry on active duty may be deferred to obtain an advanced degree.

Career Opportunities. Today's Air Force offers a wide variety of career opportunities to the new second lieutenant. A partial list of career fields includes: operations, personnel, transportation, education, intelligence, missile and aircraft maintenance, communications, physics, and engineering.

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*.

C330† Advanced Typewriting (2 cr.)

Crawford, Staff

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.

* 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.

Undergraduate Courses 1968-69

SCHOOL OF BUSINESS

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

46

INDIANA UNIVERSITY

- C360* Advanced Shorthand (3 cr.)** Bray, Staff
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.)** Waltz
P: W391. 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.)** Waltz, Staff
P: W391. 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.)** Bray, Staff
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.)** Bray, Staff
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.)** Staff
P: W391 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.)** Staff
P: W391 and consent of instructor.
- D496 Foreign Study in Business (2-6 cr.)** Staff
P: W391, 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.)** Silverstein
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.)** Staff
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.)** Staff
P: F301, M301, W300. Financial planning, working capital management, capital budgeting, dividend policy, and comprehensive problems.
- F393 Junior Honors Course in Finance (Cr. arr.)** Sauer
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.)** Hayden, Sauvain
P: F301, W391. 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.)** Hayden
P: A211, F420, W391. Principles and methods of security analysis designed for students who contemplate careers in the securities business.
- F446 Commercial Banking (3 cr.)** Call
P: F301, W391, 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.

* 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.

F464 Internship in Finance (Cr. arr.)

Staff

P: W391. 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.)

Staff

P: W391. 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.)**

Jones, D. D. Martin

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.

G406 Business Enterprise and Public Policy (3 cr.)

Bateman, Foust, D. D. Martin

P: W391 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.)

Bateman, Schaller

P: W391 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.)

Turner, Staff

Special course for outstanding seniors by permission of instructor. P or concurrent: G406, G409, and W391. Important, current, politico-economic developments of interest to business managers.

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

Bateman, Foust, Robertson

P: W391. 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.)

Bateman, Foust, Robertson

P: H400, W391. 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 Undergraduate Survey of Business History (Cr. arr.)

Robertson

P: W391 and consent of instructor.

Personnel and Organization Behavior**J340 Personnel Management (3 cr.)**

Novit, Hinton, Staff

P: W300 or consent of instructor. Objectives, organization, policies, and activities in typical personnel programs; problems encountered in their effective administration. Recruiting, selecting, placing, training, safety, health, employee services, wages and hours, labor-management relations, and personnel research.

J407 Employment and Development of Personnel (3 cr.)

Staff

P: J340, W391. Problems and processes involved in administration of employment, training, and development functions of an integrated personnel program. Organizational planning and manpower requirements, management selection and development, and management appraisal.

J444 Personnel Research and Measurement (3 cr.)

Scott

P: J340, W391. 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.

J446 Organizational Behavior and Supervision (3 cr.)

Cummings, Hinton

P: J340 or consent of instructor; W391. Individual and group behavior within context of goal-seeking organization; role of motivation, perception, and learning in causation and direction of individual behavior; work group characteristics: leadership and communication processes, cohesion, influence and power networks; dimensions of organization significantly influencing individual and work group.

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

Staff

P: W391. For senior personnel students with consent of instructor. Research, analysis, and discussion of current topics.

Quantitative Business Analysis

K423 Survey of Electronic Data Processing Methods (3 cr.)

E. W. Martin, Perkins, Staff

P: W391. Effect of electronic computer upon business management and organization. Principles of electronic computers, illustrations of their use; introduction to data processing system design.

K427 Introduction to Operations Research (3 cr.)

Cabot, Harnett, Horowitz

P: W391, Econ. E370, Math. M215-M216, or consent of instructor. Philosophy and techniques of operations research. Theory of probability, inventory models, utility and decision theory, game theory, linear programming and queuing models.

K490 Undergraduate Survey of Quantitative Business Analysis (Cr. arr.)

Staff

P: W391.

Business Law

L300 Business Law—Contracts (3 cr.)

Hewitt, Donnell

P: junior standing. Nature of legal institutions; essentials of a binding contract; legal rules relating to the performance of a contract; remedies granted in breach of contract; rights acquired by assignment of contract.

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

Staff

P: L300. Legal problems encountered in marketing of goods. Nature of property, sales of personal property, securing of credit granted, nature and use of negotiable instruments. Heavy emphasis will be given to the U.C.C.

L304 Business Law—Elements of Law (3 cr.)

Donnell

Our legal system and how it operates; principles on which our law is based. Students taking this course cannot take L300 for credit. This course cannot be substituted for L300 as prerequisite to advanced business law courses.

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

Donnell

P: L300. Relations of principle, agent, and third person. Agency law integrated with law involving the creation, operation, and termination of partnerships and corporations; their rights and liabilities.

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

Barnes

P: L300, W391. Legal problems incident to ownership and transfer of real property; classification of property, requirements of a valid deed, nature of an escrow, landlord and tenant relationship, restrictive covenants in deeds, zoning ordinances, and brokerage contracts.

L309 Business Law—Insurance, Estates, and Trusts (3 cr.)

Staff

P: L300, W391. Fundamental law of insurance, disposal of estates of deceased by will and under statutes of descent and distribution, probating estates, creation of trust, duties and liabilities of trustee, and rights of beneficiary of trust.

L407 Business Law—Administrative Law (3 cr.)

Hewitt

P: L300, W391. Constitutional law, statutory law, and substantive law. Area of law involved in decision-making. Functions of current administrative agencies of government.

Marketing

M301 Principles of Marketing I (3 cr.)

Otteson, Staff

P: Econ. E201-E202. Marketing function of the firm primarily from management standpoint; social welfare considerations also treated. Marketing variables of product, channels, pricing, and promotion related to the profitability, survival, and growth of the firm. Function of marketing institutions in the economy.

M302 Principles of Marketing II (3 cr.)

Day, Granbois, McCammon, Staff

P: M301. Aggregate marketing system from viewpoint of the decision-maker. Comparative study of marketing institutions; complex marketing interrelationships among firms.

M315 Principles of Advertising (3 cr.)

Kelly, Granbois, Halterman

P: M301. Surveys structure of advertising and the problems of advertising and promotion management from viewpoint of the marketing manager.

M316 Advertising Laboratory (2 cr.)

Halterman

P: M315. Advanced work in creative aspects of advertising; techniques and tools of advertising communication of value to advertising management.

M319 Principles of Retailing (3 cr.)

McCammon, Stephenson

P: M301. Principles of successful retail management; analytical and research methods applicable to problems of retail management.

M320 Retailing Laboratory (2 cr.)

McCammon, Stephenson

P: M319 or consent of instructor. Detailed analysis of selected areas of retail decision-making; case discussions, evaluation of relevant research studies and methodologies, current problems.

- M404 Advanced Marketing (3 cr.)** Panschar, Patterson, Thorelli
 P: M301, M302, two other marketing courses, W391, and senior standing. Capstone course for marketing majors. Integration of the firm's marketing program using management-oriented approach; emphasis on analytical tools for marketing decision-making.
- M407 Industrial Marketing (2 cr.)** Haring
 P: M301, W391, and senior standing. Management aspects of marketing of industrial goods; economic factors affecting marketing policy. Buying practices, channels of distribution, sales organization, industrial distributors, functional middlemen, advertising, price policy, market policy, and market research.
- M418 Advertising Management (3 cr.)** Halterman
 P: M315, W391. Major managerial problems of promotion administration; advertising research, agency relationships, media concepts and strategy, appropriations and budgets, evaluation, coordination, regulation, and campaign planning.
- M426 Sales Management (3 cr.)** Haring, Morris
 P: W391 and senior standing. Managerial aspects of marketing; problems involved in investigations of markets, planning the sales effort, management of sales and service personnel, and control of sales operations.
- M427 Market and Sales Analysis (3 cr.)** Stephenson
 P: M301-M302, W391, Econ. E370. Statistical and behavioral research methods in marketing management. Market analysis; information sources; design of sample, statistical studies, questionnaire; analysis and presentation of research results.
- M428 Market and Sales Analysis Laboratory (2 cr.)** Staff
 P: W391 and consent of instructor, M427 concurrent. Research techniques applied to marketing operations of a specific firm.
- M439 Internship in Marketing (Cr. arr.)** McCammon, Stephenson
 P: W391. Open to marketing majors with permission of Department of Marketing faculty. Students are placed with business firms for periods of on-the-job training. Supervision exercised by faculty; written reports required.
- M490 Special Studies in Marketing (Cr. arr.)** Thorelli
 P: W391, consent of instructor.
- M493 Honors Course—Marketing (Cr. arr.)** Patterson
 P: W391. Open to outstanding seniors in marketing by permission of instructor. Projects based on current business developments.

Insurance

- N300 Principles of Risk and Insurance (3 cr.)** Belth, Long
 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.)** Belth
 P: N300 or permission of instructor. Nature of life and health insurance; rate-making; reserves; price measurement; contract provisions; uses of life insurance, health insurance, and annuities; reinsurance; regulation.
- N320 Property and Liability Insurance I (3 cr.)** Long
 P: N300 or permission of instructor. 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.)** Belth, Long
 P: W391. 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.)** Belth
 P: N310 or permission of instructor, W391. 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.)** Long
 P: N320 or permission of instructor, W391. 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

- P320 Production Management (3 cr.)** Pohlen, Stockton
 P: Econ. E370. Production of goods and services. Major problems in line and staff management of the production or operations function. Development of analytical processes.
- P423 Operations Planning and Control (3 cr.)** Stockton
 P: P320, W391, Math. M215, or consent of instructor. Application of modern analytical techniques to scheduling and control of operations.

P425 Problems in Production Management and Industrial Engineering (3 cr.)

Groff

P: P423, W391. Production and operating problems of the firm. Application of modern techniques of industrial engineering and operations research to the more complex problems of production or operations management.

P429 Industrial Engineering (3 cr.)

Pohlen

P: P320, W391. 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.

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

Staff

P: P423, W391. 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.)**

Pinnell, Staff

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.)

Pinnell, Staff

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 (2 cr.)

Bloom, Pinnell

P: R300 and one other real estate course, W391. Individual study programs for advanced students, based on their interest.

R440 Real Estate Appraisals (3 cr.)

Bloom

P: R300, W391. Techniques and methods of appraising real property. Case method combined with field investigation.

R441 Architecture and Construction Laboratory (1 cr.)

Bloom

P or concurrent: R440, and W391. Preparation of working plans and specifications including site planning, orientation, and design. Building materials, methods, techniques, and processes.

R443 Real Estate Administration (3 cr.)

Bloom, Pinnell

P: R300, W391. 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.)

Bloom

P or concurrent: R443, and W391. 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.)

Pinnell

P: W391, consent of instructor.

Applied Urban Economics**S403 Applied Urban Economics (3 cr.)**

Milliman, Pfister, Staff

P: Econ. E201-E202, W391. Application of analytical techniques of economic theory of 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.)**

Waters, Smerk

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.)

Waters

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. Regulatory evolution over carriers by rail, road, pipe, and water. Current issues of control.

T405 Traffic and Physical Distribution Management (3 cr.)

Smerk

P: T300 or Econ. E201-E202, W391, 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.)** Wilson
 P: T300 or E201-E202, W391, and Geog. G414. Nature of the cost and demand functions of railroads, truck lines, 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.)** Hartley, Waters
 P: T300 or Econ. E201-E202, W391, 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.)** Waters
 P: W391.

Courses in Public Utilities

- U300 Principles of Public Utilities (3 cr.)** Staff
 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.)** Staff
 P: W391. Current practices and problems associated with demand analysis, cost-allocation, capacity utilization, ratemaking, and capital budgeting.
- U490 Independent Study in Public Utilities (Cr. arr.)** Staff
 P: W391.

Management and Administration

- W100 Business Administration: Introduction (3-4 cr.)** Porter
 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.
- W204 Business Communications (3 cr.)** Staff
 P: Eng. W131. Objectives, methods, channels, media, and forms of communication in business; communication theory and practice; use of correct, forceful English in written business communication; preparation of letters, memorandum forms, reports, advertising, news stories, and publicity.
- W300 Principles of Management and Administration (3 cr.)** Bossort, Ryan
 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.
- W305 Business Data Processing (2 cr.)** Bly (Machine Records)
 P: junior standing in School of Business or consent of instructor. Training in the Hollerith (punch card) accounting and statistical equipment, and in the application of machine methods to accounting. One-hour laboratory each week.
- W306 Internship in Management and Administration (3 cr.)** Bossort
 Open to management majors with approval of Department of Management faculty. Students are placed with cooperating firms to receive on-the-job training in management. Work experience supervised by the faculty; written reports required.
- W391 Comprehensive Examination (0 cr.)** Porter, Staff
 A written examination, required during the semester of the junior year when the student completes the seven "core" courses. Satisfactory completion is a prerequisite to pursuing senior-level courses in business.
- W406 Enterprise and Entrepreneurship (3 cr.)** Haeberle
 P: W391 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.)** Kuntz
 P: W391 and senior standing. Prepares advanced students for work with chambers of commerce, trade associations, and other business associations and organizations.
- W410 Personal Adjustment to Business (1 cr.)** Snider, Staff
 Open to second-semester juniors and seniors of other schools. Assists graduates in obtaining positions consistent with career goals. Career planning, organized employment campaign, job application methods, interview, initial conduct on job. Prominent businessmen frequently address class. Offered first semester only.
- W413 Administrative Policy (3 cr.)** Bossort, Staff
 P: W391. Administration of business organizations; policy formulation, organization, methods, and executive control.
- W490 Independent Study in Business Administration (Cr. arr.)** Staff
 P: W391 and consent of instructor.
- W494 Herman B Wells Seminar in Leadership (3 cr.)** Mee
 P: W391. 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.

DEPARTMENT OF ECONOMICS
(College of Arts and Sciences and Graduate School)

General Courses

- E201-E202 Principles of Economics I-II (3-3 cr.)** Staff
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.)** Staff
Designed for freshman students of superior ability. Includes material of E201-E202.
- E208 Sophomore Seminar in Economics (2 cr.)** Staff
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.)** Staff
A one-semester course for juniors and seniors. Essentially the same subject matter as E201-E202.
- E320 Intermediate Economic Analysis (3 cr.)** Crawford
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 Reading for Honors (12 cr. max.)**
P: approval of departmental Honors committee.
- E403 Current Economic Tendencies (2 or 3 cr.)** Staff
P: seniors and graduate students. 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.)** Staff
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.)** Staff
P: senior standing and consent of instructor. Individual readings and research. Restricted to economics majors.
- E423 National Income and Economic Fluctuations (3 cr.)** Orr, Witte
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)** Staff
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.)** Heyn, Kuznets, Whalen, Staff
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.)** Batchelor, Heyn
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.)** Batchelor
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.
- E415 Latin American Economic Growth (3 cr.)** Bachmura
P: E201-E202 or consent of instructor. Analyzes in historical context the process of economic growth and development in Latin American nations at varying levels of economic attainment.

E417 Economics of Energy (3 cr.)

Christenson

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.)**

Schweitzer

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 Analysis (3 cr.)

Gordon, Wilson

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

E425 Problems of European Economic Integration (3 cr.)

Schweitzer

P: E201-E202 or consent of instructor. Economic impact of modern integration movement in Western Europe. European common market, its implications for the U.S. and other nonmember countries.

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

Gehrels

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.)**

Witney

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.)

Miller

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.)

Witney

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.)

Witney

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

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

Cleveland, Klein, Orr, Whalen, Wicker

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.)

Wicker

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.)**

Cauley, Kiesling, Shere

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.)**

Andrews, Staff

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.)

Kiesling

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.

E475 Techniques in Advanced Economic and Business Statistics (3 cr.)

Andrews, Stolnitz

P: E370 or equivalent. Basic statistics: frequency distributions, measures of central tendency, and variability. Correlation (simple, multiple, and partial), index numbers, and time series. Introduction to statistical inference and applications to correlation measures.

E476 Statistical Theory in Economics and Business Analyses (3 cr.)

Andrews, Stolnitz

P: E370 or equivalent. Concepts and applications of probability theory. Basic probability distributions, theory of statistical estimation, tests of hypotheses, and design of experiments. Introduction to nonparametric statistics. Applications in selected areas, such as quality control, sample surveys, and problems in operations research.

Economics of Agriculture and Industry**E385 Economics of Industry (3 cr.)**

Loescher

P: E201-E202. Empirical analysis of the structural environment and behavior of major industries in terms of locational and technological factors; economics of scale, integration, and entry conditions; substitute products, cyclical impacts, and institutional competitive practices.

E483 Economics of Agriculture (3 cr.)

Cauley

The best utilization of rural resources from the standpoint of the public welfare. Conservation versus exploitation; its bearing upon the welfare of the people.

E485 Economic and Social Control of Industry (3 cr.)

Loescher

Development of measures for public control of economic activities in various industrial fields. Objectives, methods, and economic consequences of existing and proposed control measures.

Economic Development; Soviet-Type Economies**E393 Soviet Economy: Organization and Growth (3 cr.)**

Campbell

Prerevolutionary economic growth, changing Soviet economy, workers' control, war communism, N.E.P., over-all planning era, post-Stalin planning and reorganization, achievements and prospects.

E394 Economic Planning and Development in India (3 cr.)

Lewis

P: E201-E202 or consent of instructor. Structure and recent history of Indian economy prior to 1950. The experiment in concerted, centrally directed development beginning in 1951. Planning organization and techniques; developmental strategies; rural development, industrialization, and location; roles of public and private enterprise; balance of payments and foreign aid.

E493 (G493) Development Problems of Non-Industrialized Countries (3 cr.)

Spulber

P: senior standing. Factors related to economic, political, and social change in less developed countries. Problems in measurement, control, and explanation of economic development and interrelated political and administrative changes. Internal and external pressures influencing patterns of development.

E494 Structure and Functioning of Soviet-Type Economies (3 cr.)

Campbell, Spulber

P: E201-E202 or consent of instructor. Nature of planning. Input-output, linear programming, balanced estimates. Centralized vs. decentralized decisions. Organizational structure of economic sectors. Labor, management, and industrial relations.

Faculty of the School of Business, 1967-68

- BARNES, A. JAMES, LL.B. (Harvard University, 1967), Assistant Professor of Business Law
- BATEMAN, JAMES F., Ph.D. (Tulane University of Louisiana, 1965), Assistant Professor of Business Economics and Public Policy
- BELTH, JOSEPH M., Ph.D. (University of Pennsylvania, 1961); C.L.U.; C.P.C.U.; Associate Professor of Insurance
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