

Indiana University Bulletin 1982-1984

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**School of Business  
Undergraduate Program**

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Bloomington and Indianapolis Campuses



## **Indiana University Bloomington**

- \* College of Arts and Sciences
- School of Journalism
- \* School of Business<sup>1</sup>
- \* School of Continuing Studies<sup>2</sup>
- \* School of Education<sup>1</sup>
- \* School of Health, Physical Education, and Recreation
- \* School of Law-Bloomington
- \* School of Music
- \* School of Optometry
- \* School of Public and Environmental Affairs
- \* Graduate School
- \* School of Library and Information Science
- \* University Division

## **Indiana University-Purdue University at Indianapolis**

- \* School of Business<sup>1</sup>
- \* School of Continuing Studies<sup>2</sup>
- \* School of Dentistry
- \* School of Education<sup>1</sup>
- School of Engineering and Technology (Purdue University)
- \* Herron School of Art
- \* School of Journalism
- \* School of Law-Indianapolis
- \* School of Liberal Arts
- \* School of Medicine
  - \* Division of Allied Health Sciences
  - \* Division of Continuing Medical Education
- \* School of Nursing
- \* School of Physical Education
- \* School of Public and Environmental Affairs
- School of Science (Purdue University)
- \* School of Social Work
- IUPUI University Division
- IUPUI Columbus (Indiana)

## **The Regional Campuses**

Indiana University East (Richmond)  
Indiana University at Kokomo  
Indiana University Northwest (Gary)  
Indiana University at South Bend  
Indiana University Southeast (New Albany)  
Indiana University-Purdue University at Fort Wayne (IPFW)

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Bulletins for the divisions of the University marked (\*) above may be obtained from the Office of Admissions, Student Services Building, Indiana University, Bloomington, Indiana 47405. (Please note that there are two Indiana University Schools of Law and be sure to specify whether you want a bulletin of the Bloomington or the Indianapolis School.)

IUPUI bulletins for Purdue programs and for the IUPUI University Division may be obtained by writing directly to those units on the Indianapolis campus.

Write directly to the individual regional campus for its bulletin.

<sup>1</sup> Two bulletins are issued: graduate and undergraduate.

<sup>2</sup> Brochures on the Independent Study Division, Labor Studies, External Degrees, and Real Estate Certification Program are available from this School (Owen Hall).



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## School of Business Undergraduate Program

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Bloomington and Indianapolis Campuses

While every effort is made to provide accurate and current information, Indiana University reserves the right to change without notice statements in the Bulletin series concerning rules, policies, fees, curricula, courses, or other matters.

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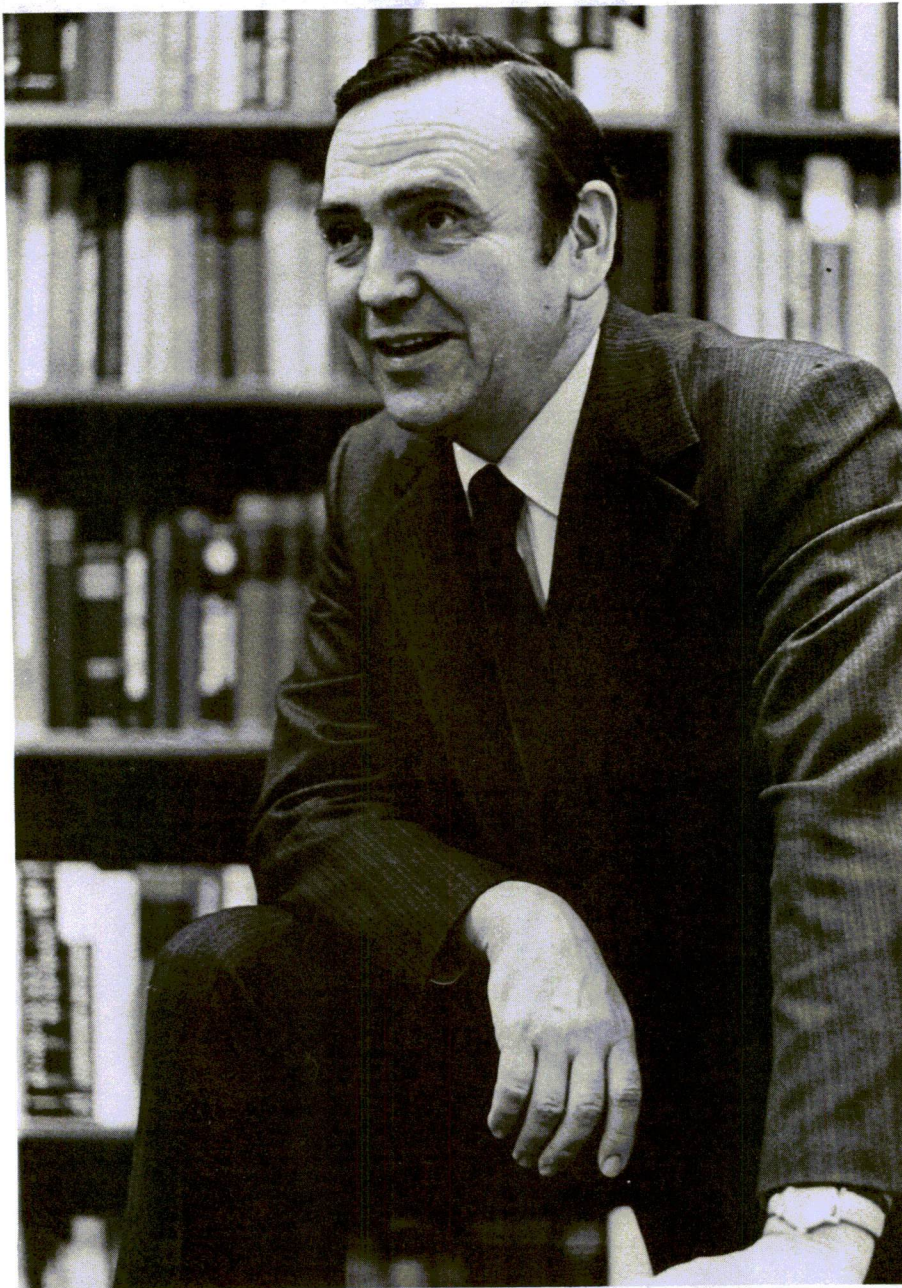


Bloomington

Indianapolis







Schuyler Otteson, Dean, School of Business



# School of Business

## 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; (3) to originate them or stimulate their production. Because 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 prospective executives for their professional responsibilities, the School seeks to orient its instructional and research activities around two themes—one, the businessmen and women as managers and executives, planners, decision makers, organizers, and controllers of operations in their particular firms; and the other, the businessmen and women as analysts of, and adapters to, the larger economic and political environment in which the firms find themselves. 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.

In view of the power wielded by many corporate managements in modern American society, it is important that students leave the School with a salutary sense of their social responsibilities as future executives and with a personal philosophy of business which, while still evolving and flexible, is already reasonably coherent. The students must discover for themselves the beliefs and purposes that can give inner direction to their careers.

## 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 two final undergraduate years and leads to the Bachelor of Science degree in business. As already indicated, this is a professional degree with an extensive arts, sciences, social sciences, and humanities content.

The Graduate School of Business offers two degree programs—the M.B.A. and the D.B.A. The Master of Business Administration degree offered in Bloomington is a full-time program requiring two academic years. The Master of Business Administration degree offered in Indianapolis is a part-time, career-integrated program. Both provide 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.

The bachelor's, master's and 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

The School of Business offers a two-year program of study leading to a certificate upon successful completion of the program. See Curricular Concentrations.

## Other Instructional Activities

The School of Business faculty performs some teaching and counseling services for those who are not degree candidates. These functions are carefully considered and planned so they will not encroach upon 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 Administration, Finance, and Accounting; 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 and women 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.** Founded in 1952, this program is designed to assist business executives in developing broader competencies 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 April 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 the School's auspices are as follows:

1. The Graduate School of Savings and Loan for savings and loan officers, sponsored jointly with the Institute of Financial Education.
2. The Institute on Hospital Administration Finance, and Accounting.
3. The Indiana University Business Conference, sponsored in cooperation with the School of Business Alumni Association, which considers topics of major current interest to the business community.
4. External programs/management seminars.

## Related Services and Facilities

**Student Guidance and Counseling Services.** An important portion of total faculty time is devoted to assisting students in making proper program and career choices. All undergraduates in the School of Business choose an area of concentration (e.g., accounting, finance). See Curricular Concentrations. Faculty members in each area of concentration are available to help students understand and plan for meeting concentration requirements. These faculty members are designated by the term (adviser) which appears after their name under the concentration descriptions. There are five academic counselors located in rooms 218 and 220, School of Business (Bloomington), who help students with general and special problems related to their business programs. Similarly, an academic counselor in business is available in the Business/SPEA Building (BS 3020) in Indianapolis. Students may obtain additional counseling from the Counseling Center, from the Business Placement Office, or the Office of Career Counseling and Placement.

**Internships.** The Professional Practices Program, which is the internship program of the School of Business, offers supervised occupational experience. The program is designed to place undergraduates in advanced stages of their degree program in paid internships for one semester. The Office is located at 825 East 8th Street (Bloomington) and in the Business/SPEA Building (BS 2010) in Indianapolis.

The following policies govern the Professional Practices Program in the School of Business:

1. A student may receive a maximum of six semester hours of credit toward minimum degree requirements in the School of Business for participation in Professional Practices Program internships.
2. All internships must be full-time employment assignments.
3. The student must have completed the "A" core.
4. The student must have at least one semester's work (and preferably two semesters) remaining after the internship. The internship program cannot be taken during one's last semester in school.
5. Each internship position must be approved by the department of the School of Business offering the internship, and this approval must be established prior to the time applications from students are solicited. Note: individual departments have specific course and GPA requirements.
6. Students may apply for and participate only in those internships which have been announced in advance of the time applications from students are solicited.



7. Students may not participate in internships at their previous or present place of employment.

8. The department offering an internship must prescreen all applicants to determine the career suitability of the intern experience for each applicant. When an applicant's career objective does not match the internship experience, the department should confer both with the applicant and with the department of the student's major before recommending the assignment of a student to an internship different from the student's major area of study.

9. At the conclusion of an internship, the student intern shall be required to submit a substantial written report acceptable to the department in the School of Business from which internship credit is to be received. This written report shall describe the nature of the problems, objectives, organization, and operations of the functional area in the organization in which the internship was undertaken.

10. Exceptions to the above policies for individual cases must be made by the undergraduate policy committee.

### **Placement**

**Bloomington:** *Director:* Charles Randall Powell, Ph.D. *Ohio State University* '73; *Associate Directors,* R. Gordon Smith, M.A. *University of Illinois* '69; Susan Ash Williams, B.S. *Bradley University* '78; *Assistant Directors:* Tami P. Purdy, B.S. *Northwestern University* '80; Timothy C. Waters, B.S. *University of Nevada, Las Vegas* '79

**Indianapolis:** *Director,* Thomas T. Cook, M.A.I.A. *Ohio University* '71; *Assistant Director,* Jane E. Ryker, M.S., *Indiana University* '74

*Counselors:* Paul Gabonay, M.S., *Indiana University* '81; Mary Jane Koch, B.S., *Purdue University* '57; Louise Settles, *Indiana University*

The Business Placement Office, located in the School of Business Building (Bloomington) and the Business/SPEA Building (BS2010) (Indianapolis), is a meeting ground for all Indiana University graduates seeking business careers and for business organizations wishing to employ college graduates. All seniors on the Bloomington campus desiring to interview through the Business Placement Office must successfully complete the one-hour credit course Business Career Planning and Placement (Bus X410) during their senior year. For all seniors and alumni of the University interested in business careers, every effort is made to assist in the evaluation of personal career potentials, to determine where individual skills can best be utilized, and to provide help in the organization of job campaigns. Each year several hundred companies send representatives to the School to interview prospective graduates with business career aspirations. Other firms provide information regarding opportunities of interest to both students and alumni. The Business Placement Office coordinates the recruiting programs, makes information available regarding all job openings brought to its attention, and refers qualified students and interested alumni to companies which do not interview locally. 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 provided at those Indiana University campuses which have four-year programs.

### **Library Materials**

*Bloomington Librarian:* Nevin W. Raber M.A.L.S., *Indiana University* '52

Library materials especially selected for the use of business students are located in three places. The primary collection, referred to as the Business Library, is located in the Business building on the Bloomington campus. A similar collection, without research emphasis, is located in the main library on the Indianapolis campus. Government publications, materials in allied disciplines and older business books are located in the main library on the Bloomington campus. Qualified librarians experienced in the use of business literature are assigned to each campus.

The Business Library at Bloomington contains a carefully selected collection of books, journals, and loose-leaf publications which are those most useful for students of business. The book collection is arranged on open shelves with unrestricted access and, except for reference



books, may be borrowed for use outside the library. To provide more current information, the library staff acquires and makes available a large collection of journals, corporate annual reports and pamphlets.

Bloomington students will find materials required for use in their non-business courses in the undergraduate collection in the main library and the Halls of Residence libraries. In Indianapolis these materials are located in the main library, along with the business and economic materials.

In Indianapolis the IUPUI library system consists of seven libraries serving the special interests of individual schools. The Blake Street Library contains a carefully selected collection of books, journals, and loose-leaf publications which are most useful for students of business. Ms. Shirley Yegerlehner is the librarian who has specific responsibility for the business collection and the library needs of business students. In addition the entire Indiana University system library is readily available through interlibrary loan.

## Research and Publications

The Graduate School of Business has been fortunate in obtaining 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 Division of Research.** Founded in 1925, the Division fosters and supports the research activities of the Graduate School of Business. The functions of the Division are centered around three major areas of activity.

**Research.** The Division develops and administers many of the goal-oriented research projects that are endorsed by the Graduate School of Business and supported by research programs which are more continuous in nature. Most of these projects and programs are centered around the business and economic environment of the state of Indiana.

**Faculty Research Logistical Support.** The Division provides facilities to support individual faculty members and advanced graduate students in their research efforts. This includes use of the Behavioral Laboratory, Business Computer Center, and staff assistance whenever possible.

**Publications.** The Division maintains a formal publication program for the communication of research results and other writings originating in the Graduate School of Business. Published bimonthly, the *Indiana Business Review* contains articles based on research and analysis of the economic environment of the state, its regions, counties, and cities.

The Division publishes research results and related materials. In addition, it publishes *Indiana Readings in Business*, volumes prepared by faculty members for distribution to Indiana University students.

**Offices.** The Division maintains offices in both Indianapolis and Bloomington.

**Business Horizons.** Since 1957, the School has published a quarterly journal of analysis and commentary on subjects of professional interest to 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.



## 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 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 an 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 and woman. In 1920 a separate School of Commerce and Finance was organized. The School became a member of the American Assembly 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.

Although business courses were offered as early as 1916 on the Indianapolis campus, a degree was not available until the M.B.A. program was launched in 1962. The bachelor's degree in business became available at the Indianapolis campus following the 1969 merger with Purdue University. Beginning in 1969, divisional structure emerged in Indianapolis with an assistant chairperson at its head. In 1969-70, a complete undergraduate degree program for four major areas in business was offered, as well as three two-year certificate programs.

The Junior Division (now the University Division) of the University was established for all first-year students in 1942. Since that time, enrollment in the School of Business has not included freshmen. Graduate work in business administration, first authorized in 1936, expanded rapidly after World War II. Programs for the degrees Master of Business Administration and Doctor of Business Administration were instituted in 1947. In 1961 the designation of the area of study formerly referred to as the Graduate Division of the School of Business was changed to the Graduate School of Business. With the reorganization of the University in November, 1974, the one School of Business began operating at two campuses—Bloomington and Indianapolis.

The terms Graduate School of Business and Undergraduate Program 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 Undergraduate Program.

## Organization of the School

The School's resident faculty, composed of more than 180 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 executive associate dean, an associate dean for Administration, an associate dean for Student Affairs, and an assistant dean (Indianapolis). The members of this group are assisted by the chairpersons of the Under-



graduate, M.B.A., and D.B.A. Programs; the director of External Programs and the coordinator of Faculty Affairs; the department and area chairpersons; and the directors of various operating units, such as the Business Placement office and the Division of Research.

## Departmental and Curricular Structure

The faculty of the School of Business is organized into six departments and seven 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 chairpersons 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. Some of the following organizations have active chapters either on the Bloomington or Indianapolis campus or both.

**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 Department of International Business in the School of Business.

**Accounting Club.** The IU Accounting Club maintains a close relationship among Indiana accounting students, alumni, accounting faculty, and practicing accountants. Members provide numerous services to the community and University, including free income tax services, tutoring in accounting subjects, auditing of student organizations, and scholarships to accounting students. Meetings include discussions, panel presentations, and speakers from prominent businesses and accounting firms. Membership is open to all students.

**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 instill in its members a desire for continuing self-improvement; to foster in the members high moral and ethical standards; to encourage and give recognition to scholastic and professional excellence; to cultivate in its members a sense of responsibility and service; to promote the collegiate study of accounting; and to provide opportunities for association among its members and practicing accountants.

**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 5 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.



**Delta Sigma Pi and Alpha Kappa Psi.** These national professional fraternities for students 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.

**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 persons 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.

**National Association of Black Accountants.** Membership is open to all university students. The purpose of the organization is to inform students of opportunities in the accounting profession. Accountants from business and the National Association are frequent speakers at the campus chapter.

**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.

**Rho Epsilon.** This professional real estate fraternity offers to real estate administration students and others interested in the area an opportunity to participate in a nationwide professional fraternity. The fraternity provides activities designed to foster closer work relations among students, faculty members, and business executives in this field.

**Sigma Iota Epsilon.** This organization is the national honorary and professional fraternity for students 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.

**Society for Advancement of Management.** S.A.M. is open to all students interested in the science of management. The objective of this national organization, sponsored by the American Management Association, is to promote communication and understanding between academic and practicing managers. This is realized substantially through the help of the A.M.A., which is also an excellent source of contacts within the business community. Among its many activities, S.A.M. organizes an annual trip to the national S.A.M. convention in Chicago.

**Transportation Club.** Any and all students interested in transportation may become members. The club provides special programs to foster a working relationship between students and executives of the transport industry, including the various carriers, the ranks of distribution and industrial traffic managers, and the regulatory agencies.

**Women-In-Business.** Membership is open to all women at Indiana University, both undergraduate and graduate, who have an interest in exploring business career possibilities and preparing for entry into the business world.



## 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; Arthur Andersen & Company Award; Crowe, Chizek and Company Award; Dow Chemical Award; Ernst & Ernst Award; McGladrey, Hendrickson & Company Award; and the Wall Street Journal Award.

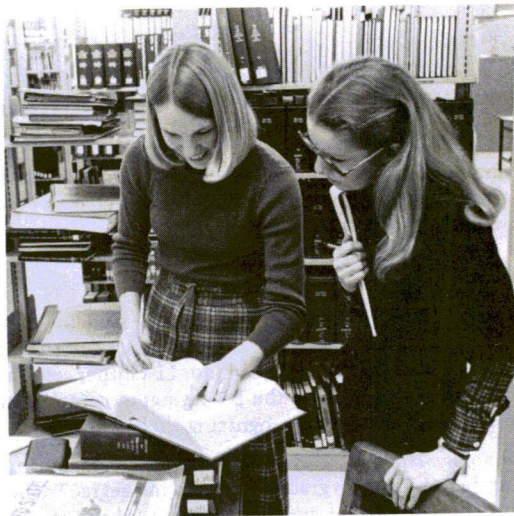
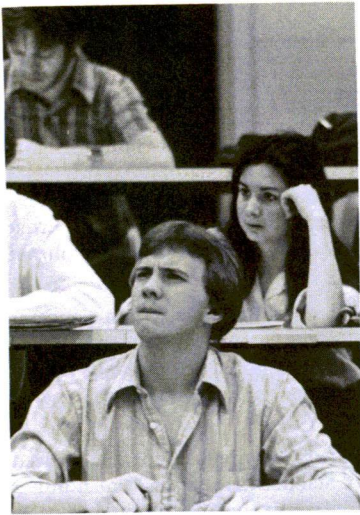
**Dean's Honor List.** All undergraduate students in the School of Business with a semester grade-point average of 3.5 or higher are recognized on the Dean's Honor List. Students whose names appear on the Dean's Honor List either semester will be honored on Founder's Day in the spring semester on the Bloomington campus. In Indianapolis, honor students receive letters from the Dean recognizing their meritorious efforts.

**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 in the highest one percent (approximately 3.9 or higher) and who complete at least 60 credits at Indiana University are graduated with "Highest Distinction"; those whose grade-point averages are in the next highest four percent (approximately 3.8 to 3.89) and who complete at least 60 credits at Indiana University are graduated with "High Distinction"; and the remaining 10 percent (approximately 3.65 to 3.80) and who complete at least 30 credits at Indiana University 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, 575 North Pennsylvania Street, Indianapolis, IN 46204.

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







# Undergraduate Program

The Undergraduate Program of the School of Business provides opportunities for breadth of education as well as for a reasonable amount of specialization. As a member of the American Assembly of Collegiate Schools of Business, the School subscribes to the principle that a significant portion of a student's academic program should be 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 ensure 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 from a wide variety of subject-matter areas.

Upon attaining senior standing, students enjoy a number of privileges and opportunities. Their range of elective courses is wider than at any other stage of the 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 offices in professional student organizations affording them unusual extracurricular opportunities. The course Bus. X410, Business Career Planning and Placement, 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.

Undergraduate students in the School may pursue curricula in (1) the Honors program, (2) a specialized subject-matter field, 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 the Undergraduate Program in the School of Business.** Students are eligible to apply for admission to the Undergraduate Program in the School of Business (Bloomington-Indianapolis) who:

1. have completed 56 hours of credit counting toward graduation on the college level either at Indiana University or elsewhere (i.e., have completed their freshman and sophomore years) with a minimum average of C (2.0)<sup>1</sup>;

2. have completed the following 11 courses (or their equivalents) either at Indiana University or elsewhere with a minimum average of C+ (2.3)<sup>1</sup>: Business A201, A202 (or A211 and A212), K201 (CSCI 208), L201 (L203); Economics E103 (E201), E104 (E202), E270; Mathematics M118, M119; Psychology P101 (B104); Sociology S100 (R100).

Students who have not achieved a C+ (2.3) average in the 11 courses listed above or who have not satisfactorily completed all 11 courses, but who are otherwise in good standing in the University and have completed at least 56 credit hours, may petition for a waiver of either of these requirements. Waiver petitions will be considered *only* where there are special or unusual circumstances. A waiver does not affect graduation requirements. All petitions for waiver must be approved by the Admissions and Probation Committee of the School of Business; their decision is final. Petitions must be submitted in writing at least one month prior to the semester for which admission is sought. Petition forms are available from the office of the School of Business Undergraduate Program. Students who wish to retake one or

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<sup>1</sup>Averages are computed on the basis of all course enrollments in which grades of A, B, C, D, and F were received. All F grades, including WF and FX grades, will be counted as F grades in determining the grade point average.



more of the above 11 courses with the objective of raising their GPA to the required 2.3 may do so only with formal prior approval of the School of Business.

**To Business Courses Numbered 301 or Above.** Enrollment in business courses numbered 301 or above is limited to:

1. business students;
2. non-business students who are registered for the Outside Field in Business Administration;
3. non-business students who are registered for specific programs requiring business courses, e.g., computer science, health administration, telecommunications, journalism (in this case, only enrollments in the required business courses will be permitted);
4. other students or categories of students with specific permission of the department offering the course (departments may choose to declare certain courses as "open enrollment" courses).

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

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.

Only credits earned at Indiana University will count toward a student's grade-point average. Grades from other universities transfer as credit only, although transfer grades will appear on the credit transfer report.

The School of Business will not accept credit from educational programs of noncollegiate organizations nor from the Division of General and Technical Studies of Indiana University. In some cases the experience from these programs may provide the basis for applying for a special credit examination (see Credit by Self-Acquired Competency).

**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 Education 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 2 credits, equivalent to first-year ROTC; and a veteran of more than one year is eligible for 4 credits, equivalent to two years of basic ROTC, and 2 credits for one year of freshman physical education, less any physical education or basic ROTC credit previously earned. 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 Admissions.

## Policies Governing the Undergraduate Program

**Degree Requirements.** Students in the School of Business are responsible for planning their own programs and for meeting degree requirements. It is their responsibility to understand fully, and to comply with all the provisions of this *Bulletin*.

**Degree Applications.** Candidates for the B.S. degree are expected to file a degree application at the start of the first semester if they are graduating that semester or at the start of the second semester if they are graduating that semester or the following summer session.

**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 this number, at least 48 hours shall be in business and economics courses and at least 50 hours shall be in courses other than business and economics.



**Grade Code.** The official grade code of the University is as follows: A+ or A (highest passing grade), A-, B+, B, B-, C+, C, C-, D+, D, D- (lowest passing grade), F (failed), I (incomplete), S (satisfactory), P (passing), R (deferred), and W (withdrawn).

Quality points are assigned for purposes of determining the cumulative grade-point average as follows: A+ or A = 4.0, A- = 3.7, B+ = 3.3, B = 3.0, B- = 2.7, C+ = 2.3, C = 2.0, C- = 1.7, D+ = 1.3, D = 1.0, D- = 0.7, F = 0.0. No points are assigned for I, S, P, R, or W.

**Grade Point Average Requirements.** A minimum cumulative grade-point average of C (2.0) is required for graduation. Grades of A, B, C, D, and F 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 maintain a minimum cumulative grade-point average of C (2.0) to graduate. *Note: The School of Business will count all F grades, including FX and WF grades, in determining an undergraduate's cumulative grade-point average.*

**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 17 credit hours with an average load being approximately 15 credit hours. A student expecting to carry more than 17 credits should have a cumulative B (3.0) average or have earned a B (3.0) average in his/her 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 (after drop and add day in Indianapolis) 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 student who withdraws during the first eight weeks of a regular semester or during the first three weeks of a summer session.

In general, no withdrawals will be permitted after these time periods. Exceptions to this policy will be made only for urgent reasons relating to extended illness or equivalent distress. In order to withdraw from a course after the automatic withdrawal period, the student must petition the Committee on Withdrawals (transmitted through the Office of the Associate Dean for Student Affairs on the Bloomington campus or the Office of the Assistant Dean on the Indianapolis campus), providing written documentation supporting the petition. The Committee on Withdrawals will give the instructor of the course the opportunity to comment on the petition for withdrawal. Within one week of the submission of the student's petition, the Committee on Withdrawals will either approve or disapprove the petition for withdrawal. If the petition is approved, the student will be assigned a grade of W regardless of his or her current grade in the course. If the petition is not approved, the student has only two options: (1) The student may remain in the course and receive whatever grade is earned, or (2) The student may withdraw with an F grade regardless of his or her current grade in the course.

A student may not withdraw from individual courses during the last three weeks of a regular semester or the last two weeks of a summer session. Only withdrawal from all subjects will be permitted during this period. In the case of withdrawal from all subjects, each instructor must assign a grade of W (if the student is passing on the date of withdrawal) or F (if the student is failing on the date of withdrawal).

**Incompletes.** If a student is not in attendance during the last 25 percent of an academic term, 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 the instructor has reason to believe that the absence was beyond the student's control; if not, the instructor shall record a grade of F. It is the instructor's responsibility to specify the work to be done to remove the incomplete and



the time frame allowed for completion. The registrar will automatically change an I to an F if the incomplete is not removed within one calendar year of the date of the recording of the incomplete. The instructor, however, may require the incomplete to be removed in any appropriate time frame shorter than one year. 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 re-enroll in a course in which he/she has a grade of Incomplete.

**Pass-Fail Option.** Business students may elect to take one course each semester with a grade of P (pass) or F (fail), with a maximum of two such courses each school year, including summer sessions. The election of this option must be exercised by the student within the first three weeks of the semester. Limitations on use of the Pass-Fail policy are as follows: School of Business students may not take any business course pass-fail. Also, the pass-fail option cannot be used for courses that satisfy the General Education requirements. The option can be used for courses that are pure electives taken outside the School of Business. A grade of P is not counted in the cumulative grade-point average, but a grade of F is included. A grade of P cannot be changed subsequently to a grade of A, B, C, or D.

**R Grade, Deferred.** The grade R (deferred grade) used on the final grade report indicates that the nature of the course is such that the work of the student can be evaluated only after two or more terms. Courses in which the R grade is appropriate will be announced as Deferred Grade courses in the *Schedule of Classes*.

**Regional Campuses.** Four-year undergraduate degree programs in certain concentration areas may be completed at Indiana University-Purdue University at Fort Wayne, Indiana University at Kokomo, Indiana University Northwest, Indiana University at South Bend, Indiana University Southeast, as well as at the Bloomington and Indianapolis campuses. Students may complete a part of the first three years at Indiana University East.

**Senior Residence Requirement.** The senior year (the last 30 credit hours of work) must be completed at Indiana University.

Students will be certified for graduation by the campus at which they complete the last semester (12 or more credit hours). Registration for a minimum of two semesters in the School of Business is required.

Permission to take credit during the senior year at another institution or by correspondence study courses may be procured to a maximum of 6 credits, by petitioning the Dean.

**Independent Study by Correspondence.** No more than two courses taken by correspondence study may be counted toward the undergraduate degree requirements of the School of Business. Also, because of their basic importance to the undergraduate program, the following courses may not be taken by correspondence to count toward degree requirements: Business A201-A202, A211-A212, F301, J401, K201 (CSCI 208), L201 (L203), M301, P301, W301, Z301, Z302, Economics E103-E104 (E201-E202), E270, Spch. S121 (C110), S223 (C223). Any exceptions to the above policy must have the approval of the Dean.

**Junior and Community College Credits.** Credits earned through junior and community colleges are 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 the student's 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 grade-point average of C (2.0) or higher in both their cumulative and semester records are considered to be in good standing.

**Probation.** Students are on probation following any regular semester or summer session in which they failed to attain a C (2.0) average. They are on critical probation and may be subject to dismissal whenever their cumulative average is below a C (2.0).

**Dismissal.** At the discretion of the Committee on Admissions and probation, students may be dismissed from the School if (1) they make less than a D (1.0) average for a semester, or (2) their cumulative grade average is so low as to indicate that they cannot meet degree requirements in a reasonable length of time. In special cases students who have been dismissed may petition the Committee for Readmission. In such cases petitions must be submitted at least 30 days prior to the semester or summer session in which students wish to be readmitted.

**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 the 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.

**English Composition.** Students must demonstrate their ability to use correct, clear, effective English. Students may satisfy this requirement in *any one* of the following ways:

1. By being exempted with or without credit. A score of 600 or better on the SAT verbal test will be sufficient for exemption. For exemption with credit, students must take both the SAT verbal test and the English Composition Achievement Test and receive 600 or better on both.

Students exempted from composition without credit who completed L202, L203, L204, L205, L206, or L220 with a grade of A or B will be eligible to apply for 2 hours of composition credit (W198). The 2 hours will be granted in addition to the 3 hours of regular course credit. If the grade is A, the grade for W198 will be A. If a B is earned, students will receive an S for W198. It is the student's responsibility that the Department of English forward this information to the Recorder of Arts and Sciences, Kirkwood Hall, Bloomington.

At the Indianapolis campus on the basis of the student's scores on a departmental proficiency examination administered the first week of each semester, the Department of English tests each student to determine whether each student has been adequately prepared in grammar, sentence structure, punctuation, and spelling to enter W131. If not, the student must take a noncredit remedial course, W001. A student who does particularly well on the essay required in this proficiency examination will be exempt from W131, and will receive three hours of credit without charge; a student exempting after the first year must pay a fee to the Bursar's Office.

2. By completing English W131, Elementary Composition (3 credits), with a grade of C- or better, or English W131 with a grade of S.

3. By completing English L141-L142, Introduction to Writing and the Study of Literature (4-4 credits), with a grade of C- or better in each course. This option, available in Bloomington, will satisfy both the English composition requirement and 8 hours of the arts and humanities requirement.

4. By completing two semesters of English W143, Introduction to the Interdisciplinary Study of Expository Writing (1-1 credit), with a grade of C- or better. W143 is available in course sections of several departments in Bloomington which combine instruction in composition with an introduction to a specific discipline.

5. By completing either English L141 or L142 and one semester of English W143 with a grade of C- or better.

6. By completing both Afro A149 and A150 with a grade of C- or better in A149.



**Placement.** All undergraduate students are required to register with the Business Placement office. The course Business X410 Business Career Planning and Placement (1 cr.) must be completed satisfactorily during the fall semester of the academic year in which graduation requirements are completed. In order to use the facilities of the Placement office, students in other schools or divisions of the University must also enroll in X410.

**Physical Education Courses.** Students may elect a maximum of 4 credits of special elective HPER courses with the prefix "E." Physical education courses carry regular credit and count toward minimum degree requirements. Grades earned in these courses are included in the cumulative grade-point average.

**ROTC Courses.** Both Army and Air Force ROTC are available at Bloomington and Indianapolis. Completion of either program leads to a commission as a 2nd Lieutenant. Programs are available to both men and women. Courses are pursued in conjunction with an academic curriculum and receive academic credit as electives. Placement credit is available to veterans and students with high school ROTC backgrounds. For additional information, Bloomington students should contact the Military Coordinator at 335-5329; Indianapolis students should contact professor of Military Science (Army ROTC) (317) 264-2691 or professor of Aerospace Studies (Air Force ROTC) (812) 335-4191.

**Credit by Self-Acquired Competency.** The School of Business does not award credit on the basis of self-acquired competency. However, the School will give credit examinations for specific courses when the chairperson of the department offering the course feels a student's experience gives him/her a reasonable chance of passing the examination. To be eligible to take a credit examination, the student must be regularly registered at Indiana University.

The School will not accept transfer of credit from other institutions for business courses if the credit was awarded on the basis of self-acquired competency.

For non-business courses, the School will accept course-specific credit awarded on the basis of self-acquired competency by other baccalaureate-granting divisions/schools of Indiana University and by other institutions accredited by the North Central Association of Colleges or comparable regional associations.

The School will not accept general (non-course-specific) self-acquired competency credit awarded by other divisions/schools of Indiana University or by other institutions.

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

**Requirements for a Second Bachelor's Degree.** The School of Business offers to holders of a bachelor's degree in schools other than business, a second bachelor's degree in business. The requirements are similar to the requirements for the bachelor's degree in business (see succeeding pages).

The candidate will, of course, be exempted from any of those requirements already fulfilled in acquiring the first bachelor's degree.

Normally the holder of a bachelor's degree who wishes to pursue further education is encouraged to become qualified for admission to graduate study. In certain cases, however, a student may be admitted to candidacy for a second bachelor's degree. When such admission is granted, the candidate must earn at least 30 additional credit hours in residence and meet the requirements of the School of Business and of the concentration in which he/she is a candidate. Students who have been awarded the B.S. in Business degree at Indiana University may register as special students to meet the requirements of another concentration but cannot be certified for the degree a second time.

**Statute of Limitations.** Students who are candidates for the Bachelor of Science in Business degree have the right to complete degree requirements specified by the *Bulletin* in effect at the time they matriculated at Indiana University, provided (1) that the necessary courses are available and (2) that no more than eight calendar years have elapsed since matriculation.

In the event that courses are not available or more than eight years have elapsed, students must apply to the chairperson of the Undergraduate Program to update their programs to the *Bulletin* currently in effect.



## Undergraduate Curricula

*Counselors and Advisers:* David T. Eastman, M.S., *Indiana University '80*; Gerry C. Miller, M.S., *Indiana University '81*; Marie E. Miller, M.Ed., *Memphis State University '77*; Claire S. Park, M.A., *Ball State University '69 (Bloomington)*; Pamela T. Neal, M.S., *Indiana University '76 (Indianapolis)*

All undergraduate curricula in the School of Business consist essentially of three parts: (1) general education, (2) basic business administration, and (3) 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 Requirement<sup>1</sup>

#### I. Communications (8-9 cr.)

Eng. W131 Elementary Composition (W117) (3 cr.)  
(See "English Composition," pp. 15 and 26)

<sup>2</sup>Spch. S121 Public Speaking (C110) (2-3 cr.)

<sup>3</sup>Bus C204 Business Communications (3 cr.)

or

Eng W231 Professional Writing Skills (3 cr.)

#### II. Mathematics (6 cr.)

Math. M118 Finite Mathematics (3 cr.)

Math. M119 Brief Survey of Calculus I (3 cr.)

(Math. M211 Calculus or Math. M215 [MA163] Analytic Geometry and Calculus I accepted in lieu of M 119)

#### III. Behavioral Science (6 cr.)

Psy. P101 Introductory Psychology (B104) (3 cr.)

(Psy. P106 General Psychology, Honors accepted in lieu of P101)

Soc. S100 Sociological Analysis of Society (R100) (3 cr.), or

Soc. S210 Social Organization, (3 cr.), or

Soc. S230 Social Psychology (R234) (3 cr.)

#### IV. Arts and Humanities (12 cr.)

*A minimum of 12 credit hours selected from among the following departments:*

Afro-American Affairs

Comparative Literature

English (excluding Eng. W131 and W117)

Fine Arts

Folklore

History

History and Philosophy of Science

Music History and Literature (courses offered by the School of Music prefixed M)

Music Literature and Structure (courses offered by the School of Music prefixed I)

Philosophy

Religious Studies

Speech Communication (excluding Spch. S121 or the course counted in I. Communications)

Theatre and Drama

<sup>1</sup>Indianapolis campus course equivalents are shown in parentheses.

<sup>2</sup>For students with acceptable background in high school speech, Spch. S223, S228, or S229 may be taken in lieu of S121.

<sup>3</sup>Bus. C204 will be recorded as a Business elective, not in the General Education subtotal. It will not count toward the required 50 hours of General Education credit.

*Second-, third-, or fourth-year courses in the following departments:*  
 Classical Studies (Also Clas C101 and C102 will count)  
 East Asian Languages and Literatures (Also EALC E100 will count)  
 French and Italian  
 Germanic Languages  
 Near Eastern Languages and Literatures  
 Slavic Languages and Literatures  
 Spanish and Portuguese  
 Uralic and Altaic Studies (also URAL U190)

**V. Social Sciences (6 cr.)**

*A minimum of 6 credit hours selected from among the following:*

Anthropology  
 Geography  
 Linguistics  
 Political Science  
 Psychology (excluding the course counted in III. Behavioral Science)  
 Sociology (excluding the course counted in III. Behavioral Science)

**VI. Sciences (5 cr.)**

*A minimum of 5 credit hours selected from among the following departments:*

Anatomy and Physiology  
 Astronomy  
 Biology (including Microbiology, Plant Science, and Zoology)  
 Chemistry  
 Geology  
 Physics

**VII. General Education Electives (6-10 cr.)**

Courses chosen from throughout the University excluding School of Business courses, Department of Economics courses, and Division of General and Technical Studies courses. The number of hours in this category depends upon the manner in which the above requirements are met.

**Basic Business Administration Courses**

**Sophomore Year:**

Bus A201-A202 Introduction to Accounting I-II (3-3 cr.)  
 Econ. E103 (E201) Introduction to Microeconomics (3 cr.)  
 Econ. E104 (E202) Introduction to Macroeconomics (3 cr.)  
 Bus. L201 (L203) Legal Environment of Business (3 cr.)  
 Bus. K201 (CSCI 208) The Computer in Business (3 cr.)  
 Econ. E270 Statistical Theory in Economics and Business (3 cr.)

**Junior Year:**

*"A" Core*

Bus. F301 Financial Management (3 cr.)  
 Bus. M301 Introduction to Marketing Management (3 cr.)  
 Bus. P301 Operations Management (3 cr.)

*"B" Core*

Bus. Z302 Managing and Behavior in Organizations (3 cr.)

or

Bus W301 Management and Organization Theory (3 cr.) and  
 Bus. Z301 Organizational Behavior and Leadership (3 cr.)

**Senior Year:**

Bus. J401 Administrative Policy (3 cr.)  
 Bus. X410 Business Career Planning and Placement (1 cr.)



## Typical School of Business Program

A typical four-year program would be:

### Freshman Year

Eng. W131 (W117)—Elementary  
Composition I (3 cr.)  
Spch. S121 (C110)—Public Speaking (2 cr.)  
Psy. P101 (B104)—Introductory Psychology  
(3 cr.)  
Soc. S100 (R100)—Sociological Analysis of  
Society (3 cr.)  
<sup>1</sup>Math. M118—Finite Mathematics (3 cr.)  
<sup>1</sup>Math. M119—A Brief Survey of Calculus  
(3 cr.)  
Electives (14 cr.)

**Total 31 cr.**

### Junior Year

#### First Semester

##### "A" Core

Bus. F301—Financial Management (3 cr.)  
Bus. M301—Introduction to Marketing  
Management (3 cr.)  
Bus. P301—Operations Management (3 cr.)  
Concentration Requirements, or Electives  
(6 cr.)

**Total 15 cr.**

### Sophomore Year

Econ. E103 (E201)—Introduction to  
Microeconomics (3 cr.)  
Econ. E104 (E202)—Introduction to  
Macroeconomics (3 cr.)  
<sup>2</sup>Bus. A201-A202—Introduction to  
Accounting I-II (6 cr.)  
Bus. K201 (CSCI208)—The Computer  
in Business (3 cr.)  
<sup>2</sup>Bus. L201 (L203)—Legal Environment  
of Business (3 cr.)  
Econ. E270—Statistical Theory in  
Economics and Business (3 cr.)  
Eng. W231 Professional Writing Skills  
or  
Bus. C204 Business Communications (3  
cr.)  
Electives (7 cr.)

**Total 31 cr.**

#### Second Semester

##### "B" Core

Bus. Z302 Managing and Behavior in Or-  
ganizations (3 cr.)  
or  
Bus. W301 Management and Organization  
Theory and Bus. Z301 Organizational Be-  
havior and Leadership (6 cr.)  
Concentration Requirements, or Electives  
(9-12 cr.)

**Total 15 cr.**

The integrative core will be taken during the junior year—"A" Core (F301, M301, and P301) the first semester and "B" Core (Z302, or W301 and Z301) the second semester. Specifically required prior to the integrative core are : Psy. P101 (B104), Soc. S100 (R100), Math. M118-M119, Econ. E103-E104 (E201-E202), E270, Bus. A201-A202, K201 (CSCI208) and L201 (L203).

### Senior Year

Bus. X410—(First semester only)—  
Business Career Planning and Placement  
(1 cr.)  
Bus. J401—Administrative Policy (3 cr.)  
Electives and Concentration Requirements  
(27 cr.)

**Total 31 cr.**

The general education requirements (arts and humanities, social sciences, and science) may be taken any year a student chooses.

<sup>1</sup> School of Business Honors students substitute Math. M301, M215 (MA163), and M216 (MA164) (honors sections) when possible.

<sup>2</sup> Accounting majors should substitute Bus. A211-A212 for Bus. A202. Bus. L203 should be taken in lieu of Bus. L201. School of Business Honors students are urged to take Bus. A201 (honors section) when possible.



## Curricular Concentrations

The undergraduate curricula outlined on the following pages include: (1) specialized curricula; (2) programs involving combinations of courses given by the School of Business and by other departments and schools of the University; and (3) the Honors program. 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.

### Accounting (offered at Bloomington and Indianapolis)

*Bloomington Advisers:* Sidney Baxendale, Robert Parry, Earl Spiller (Sophomore); Pekin Ogan, Earl Spiller (Junior); L. Vann Seawell, Earl Spiller (Senior); Samuel Frumer, Pekin Ogan (Honors). *Indianapolis Advisers:* John Helmkamp, Ronald Ross, Douglas Heerema

The accounting curriculum prepares students for careers in auditing, corporate accounting and management services, governmental and nonprofit organizations, and taxation. In addition, it equips the prospective business executive with a tool for intelligent analysis, prediction, decision making and control. The accounting curriculum also provides excellent background for the student desiring to pursue graduate work in business administration or law.

Accounting graduates who meet requirements of the State Board of Public Accountancy 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 Indiana State Board of Public Accountancy, 912 State Office Building, Indianapolis, Indiana 46204. Students planning practice outside Indiana should consult the C.P.A. board of their state of residence.

Internships in business or government are available on a selective basis during the summer following the junior year and during winter seasons. Interested students should contact Professor Groomer during the second semester of their sophomore year so that a proper course of study can be arranged.

#### Course Requirements

**Sophomore Year:** Bus. A211-A212; L203.

**Junior Year:** Bus. A322, A325, A328, A337, L303; required for the junior and seniors years, two accounting electives from: A323, A335, A336, A339, A340, A425, A433, A434, A437, and A490.

**Senior Year:** Bus. A424; Spch. S223 (C223) or S228 or S229.

### Administrative and Behavioral Studies

The Department of Administrative and Behavioral Studies encompasses the areas of Management and Administration, Personnel and Industrial Relations, Organizational Behavior, and Business Policy. The curriculum is designed to offer students either a broad-based background preparing them for entrance into managerial positions or specialized training in an area of concentration.

At the undergraduate level, the Department offers a major concentration in either Management and Administration or Personnel and Industrial Relations. Graduate study is also offered by the Department at both the M.B.A. and D.B.A. levels with concentrations available in Management and Administration or Organizational Behavior and Manpower.

#### Management and Administration (offered at Bloomington and Indianapolis)

*Advisers:* Thomas R. Bossort, Jr., Janet Near, William G. Ryan (Bloomington); Thomas R. Lenz, Marjorie Lyles (Indianapolis)

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



The undergraduate courses offered in this concentration are concerned with developing the management point of view, building the students' knowledge of relevant organizational and administrative concepts, and developing their capacity as decision makers within organizations. In addition, students will be encouraged to explore and formulate their own philosophies of administration.

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

This major is deliberately designed with a maximum degree of flexibility in order to accommodate those students who have explicit career objectives in a variety of specialized areas such as hospital administration, arts administration, small business management, or entrepreneurship. The student, working with a faculty adviser, can put together a program of courses which allows in-depth work in the chosen area of specialization, yet also makes possible a comprehensive understanding of the managerial or administrative process.

#### **Course Requirements**

**Junior and Senior Years:** Bus. W430; three courses selected from: Bus. A206, C300, D300, F302, F446, G300, G406, G409, G460, J404, K325, K327, L405, M415, M419, M426, N300, N310, R300, T300, U300, W311, W402, W406, W407, W408, W494, Z440, Econ. E340, E385, E445.

#### **Entrepreneurship and Small Business (offered at Bloomington)**

*Adviser:* Joseph M. Waldman

The image of business in the U.S. is often one of mammoth corporations operating throughout the country as well as overseas. Too often the role of the entrepreneur and the importance of small business in the economy are overlooked. A vital cornerstone in sustaining the free enterprise system is the continual birth of new enterprises and the identification, encouragement, and nurturing of individuals who want to become entrepreneurs.

The Indiana University School of Business, cognizant of the contribution of the vital majority and the interest shown by students in creating and entering small business, has developed two tracks—one in Entrepreneurship and the other in Small Business—within the Management and Administration concentration in the School. These tracks deviate from the normal requirements of an individual concentrating in Management and Administration insofar as some of the courses required in the concentration would be specified rather than the student selecting from a relatively large list of alternative courses.

#### **Course requirements (Entrepreneurial Track)**

**Junior and Senior Years:** Bus. W311, W406, W430, and an approved elective from the list under the Management and Administrative program above. Students should enroll in a starred section of J401, a special section of a case course oriented to small business.

#### **Course requirements (Small Business Track)**

**Junior and Senior Years:** Bus. W311, W430, and two approved electives from the list under the Management and Administrative program above. Students should enroll in a starred section of J401, a special section of a case course oriented to small business.

#### **Personnel and Industrial Relations (offered at Bloomington and Indianapolis)**

*Advisers:* Thomas C. Mawhinney, Mitchell S. Novit, Thomas L. Ruble (Bloomington); John Paap, Kathleen Watson (Indianapolis)

The program in personnel and industrial relations is designed for those students whose career objectives encompass the field of manpower management. From its early beginnings as a staff function involving the maintenance of records and the administration of benefit programs, personnel administration has grown and expanded to encompass the total development and utilization of human resources in organizations. While company titles may vary from vice-



president of industrial relations to vice-president for organization planning and development, there are few firms of any size or consequence today which do not have a manpower specialist reporting directly to the company's highest level. This practice reflects the awareness that its human resources are an organization's greatest asset.

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

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

#### **Course Requirements**

**Junior and Senior Years:** Bus. Z440, Z444; Econ. E340, E445 (SPV 240); two required from the following: Psy. P319 (B424), P325 (B344), P327, P420 (B370); Soc. S230 (R234), S315 (R317), S335 (R461), S410, S431.

### **Administrative Systems and Business Education**

The Department of Administrative Systems and Business Education offers to both men and women dual-major opportunities leading to careers (1) in the management of administrative services and information processing in business, government, and educational institutions; and (2) in education as teachers, supervisors, and administrators of programs in business administration and business education at the secondary, community college, collegiate and university, and industrial levels. Both programs are closely interrelated, thereby enabling students through careful selection of courses from both areas to enhance their career potential by qualifying for employment in business, in education, and in government.

Students interested in administrative systems may elect from a variety of career programs incorporating content from the liberal arts, business administration and economics, and specialized courses in the major area. Through consultation with faculty advisers, programs are structured to meet the career interests of students.

Students pursuing a career in teaching business subjects may select from numerous programs at the undergraduate level in terms of individual subject area interests. Students wishing to teach in intermediate colleges, four-year colleges, and universities may begin preparation at the undergraduate level through careful selection of both subject-area and methodology course work. Graduate study may then be directed toward completion of the M.B.A., M.S., Ed.S., D.B.A., Ph.D., or Ed.D. degrees depending upon the student's interests and career objectives.

#### **Administrative Systems (offered at Bloomington)**

*Advisers:* T. James Crawford, H. Donald David, Earl A. Dvorak, Georgia B. Miller

The basic concentration in administrative systems provides for career opportunities in systems analysis, information services, office administration, data processing, management support services, records management, and other positions providing assistance and service to management.

Students interested in pursuing career interests in data systems management, administrative assistant, or executive secretary may deviate some from the basic administrative systems concentration outlined below. Courses in computer science, business report writing, typewriting and shorthand communications, and machine statistical computation would in some instances be substituted for or added to the basic concentration on approval by departmental advisers. A minimum keyboarding skill of 35 w.a.m. is required of all majors.



**Course Requirements****Sophomore Year:** Bus. C204**Junior Year:** Bus. C280, C300, C301**Senior Year:** Bus. C400, C402**Business Education (offered at Bloomington)***Advisers:* T. James Crawford, Eugene D. Wyllie

Three undergraduate study programs are available for those interested in teaching business subjects 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:** (To teach all business subjects in Indiana high schools except business machines, office procedures, shorthand, typewriting, and data processing.)

**Program B:** (To teach all business subjects in Indiana high schools except accounting, shorthand, and data processing.)

**Program C:** (To teach all business subjects in Indiana high schools except accounting and data processing.)

**Data Processing Endorsement:** (When added to one of the above programs, enables the teacher to teach all data processing and computer science courses in Indiana high schools.)

With the counsel of a departmental adviser, it is possible through early planning to combine two or three of the programs thereby increasing one's employment potential in Indiana and elsewhere. The general education requirements for teacher licensing vary somewhat from the School of Business requirements, making counseling mandatory for efficient student progress in completing the teacher licensing program within the four-year curriculum.

**Course Requirements**

**Sophomore Year:** Bus. C204; Educ. M300, P253, M201. Also required in Programs B and C, C223, C225. Also required in Program C, Bus. C240, C250. Data Processing Endorsement, Bus. C220 or equivalent; CSCI C203.

**Junior Year:** Bus. C300; Educ. B474, H340, M301, M313. Also required in Program A, Bus. A206, N300. Also required in Programs B and C, Bus. C230, C280, C301. Also required in Program C, Bus. C260, C445.

**Senior Year:** Bus. B490; Educ. M401, M462, M480. Also required in Programs B and C, Educ. M460. Also required in Program C, Educ. M476. Data Processing Endorsement, Bus. C400.

**Business Economics and Public Policy (offered at Bloomington)***Adviser:* Richard L. Pfister

Business enterprises in the United States are becoming increasingly affected by governmental rules, regulations, and policies. The undergraduate concentration in business economics and public policy stresses this public policy environment in which business operates as well as the interrelationships among micro- and macro-economic conditions, private decision making, and governmental programs.

The concentration is intended for those students who wish to prepare themselves for careers either in business or the public sector. Students intending to pursue graduate programs in law, public administration, business, or economics should find that a business economics and public policy concentration can serve as an excellent foundation.

The departmental offerings include courses in applied urban economics and economic and business history. A concentration requires specific courses in political science and



economics, as well as business economics and public policy. In addition, several tracks have been developed within the concentration which suggest several electives which students might choose to prepare for alternative careers.

#### **Course Requirements**

**Junior and Senior Years:** (1) Bus. G300, G406, G409; Econ. E350. (2) One of the following: Polit. Sci. Y301, Y302, Y303, Y304, Y306, Y308, Y309. (3) Two of the following: Bus. G330, G430, G460, G490, R300, T300, U300; Econ. E325, E330, E360, E471. The political science courses listed above may be counted in the Social Science or General Education Electives.

#### **Finance (offered at Bloomington and Indianapolis)**

*Advisers:* Robert H. Jennings, David J. Wright (Bloomington); Robert W. Greenleaf, Edgar H. Hemmer (Indianapolis)

The undergraduate curriculum in finance is designed to provide familiarity with the instruments and institutions of finance and with a financial approach for structuring and analyzing management decisions. Additionally, course offerings are designed to integrate various aspects of the environment such as the state of the economy, taxes, and legal considerations into the decision-making process.

Study in finance along with appropriate electives provides academic preparation for careers in corporate financial management, commercial banking, savings and credit institutions, and the investment field. Candidates are encouraged to select electives in accordance with career objectives.

#### **Course Requirements**

**Sophomore Year:** Bus. A211-A212.

**Junior Year:** Bus. A325; Econ. E350.

**Junior and Senior Years:** Bus. F302, F420, and F446 plus one course from the following list: Any accounting course with an A211-A212 prerequisite (other than A325), Bus. F423, F494, G300, G406, G409, K325, K327, L420, N300, P421, R300, T300, U300; Econ. E321, E322, E330, E355, E361, E362, E375, E385.

#### **Marketing (offered at Bloomington and Indianapolis)**

*Advisers:* Joseph C. Miller, Dennis L. Rosen, Mary Jane Sheffet (Bloomington); Ronald D. Anderson, Jack L. Engledow (Indianapolis)

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

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

#### **Course Requirements**

**Junior Year:** Bus. M303.

**Junior and Senior Years:** Four courses from: Bus. M329, M402, M405, M415, M419, M426, M450.

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



### **Merchandising Management (offered at Bloomington)**

*Adviser:* P. Ronald Stephenson

The merchandising management curriculum is designed to prepare students for careers in retailing. Each student plans, in consultation with an adviser, an individual program which takes into account previous training, aptitudes, and the type of retailing work for which preparation is being made.

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

#### **Course Requirements**

**Sophomore Year** (or may be taken in freshman year): H. Econ. H203.

**Junior Year:** Bus. M303, H.Econ. H307.

**Junior and Senior Year:** Bus. M419. (Bus. M439 intern program highly recommended but not required); three courses from the following group: Bus. M402, M405, M415, M426, M450; two courses from the following group: H.Econ. H207, H311, H401, H413, H168, H286.

### **Marketing/Advertising (offered at Bloomington)**

*Adviser:* Robert E. Smith

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

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

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

#### **Course Requirements**

**Junior Year:** Bus. M303; two courses from: Bus. M402, M405, M419, M426 (Bus. M405 strongly recommended).

**Senior Year:** Bus. M415, M418; choice of one from: Eng. W203, W303; F.A. F100, F101, S250, S351; Journ. C200, J320, J330, J335; Tel. C200, R204, R304.

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

### **Insurance (offered at Bloomington)**

*Advisers:* Joseph M. Belth, John D. Long

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 a critically 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. A206, or other accounting course with consent of adviser; N300, N310, N320.

**Senior Year:** Bus. N490 (N302 recommended).

#### **Insurance and Actuarial Science**

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, students, in consultation with their advisers, choose the bulk of their elective courses from the Department of Mathematics. 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.

### **Operations and Systems Management**

*Adviser:* John F. Muth

#### **Operations Management (offered at Bloomington)**

The program in operations management is designed to prepare students for administration of the production of goods and services and for entry-level positions in production control, quality control, industrial engineering, supervision, or information systems. Students in this field should have an interest in the technological and managerial aspects of a business enterprise and should find an intellectual challenge in applying quantitative methods of analysis to problems in business operations.

The course of study includes operations planning and control and the design and improvement of production systems. The required courses assume a background in mathematical and computer methods in business decision making.

#### **Course Requirements**

**Freshman or Sophomore Year:** Math. M120 or M216.

**Junior Year:** Bus. K325.

**Senior Year:** Bus. P421, P429, plus two of the following courses: Bus. G300, K327, Z440; Computer Science C307; Econ. E340, E445, E471.

### **Quantitative Business Analysis (offered at Bloomington)**

*Adviser:* S. Christian Albright

The concentration in quantitative business analysis (QBA) involves the use of mathematical and statistical techniques, along with the concepts from systems analysis, to solve business problems. Since these problems are usually solved with the aid of computers, a significant part of the QBA curriculum involves learning how to program and interact with the computer. It is important to realize that QBA majors do not usually acquire all of the theoretical knowledge of mathematics required of mathematics majors, nor do they acquire all of the technical knowledge of computers required of computer science majors. However, QBA majors do learn a blend of applied mathematical skills, applied computer skills, and, of course, general business knowledge. This blend makes them valuable assets in today's quantitative and computerized business world.

The QBA curriculum is built upon a strong background in mathematics, especially courses in differential and integral calculus. Students then use this background to learn the fundamentals of statistical inference, decision making under uncertainty, and mathematical models of business problems. This latter area, often called operations research or manage-



ment science, includes such topics as linear programming, inventory analysis, and queuing analysis. In some cases the resulting mathematical models from operations research are too complicated to be solved by analytical means, so students are taught how to use their programming knowledge in order to simulate these models on a computer.

Although all QBA majors are required to learn the fundamentals of computer programming and computer simulation, many realize that they will have more options in the job market if they acquire more than a minimal knowledge of computers. Therefore, a majority of QBA majors go on to take several courses from the computer science department. This additional computer knowledge, plus the knowledge obtained within the business school, enables them to obtain jobs as systems analysts after graduating. Although the majority of QBA people do go on to become computer programmers or systems analysts, other jobs, such as statisticians and operations research analysts, are sometimes available for those who want to go in these directions.

For students who are presently concentrating in QBA or are planning to do so, an "advising guide" which goes a bit further than this bulletin description, has been prepared and may be picked up in the QBA office.

### **Course Requirements**

**Freshman or Sophomore Year:** One of the following options: (1) Math. M215-M216 (M119-M216 is an allowable substitute); (2) Math. M217; or (3) Math. M119-M120 plus two other mathematics (M) courses 300-level or above (which cannot be used to satisfy the requirement below).

**Junior and Senior Years:** Bus. K325, K327, Econ. E472, and at least 9 credit hours of approved quantitative electives. These include 300- and 400-level mathematics and computer science courses, Bus. K320, M303, P421, and P429. Other quantitative courses may be included with departmental approval. Also, Computer Science C251 (or C252, but not both) and C203 may each contribute 1 credit hour toward this 9 credit hour requirement. The 9 hours being elected must be approved by the QBA adviser.

### **Real Estate Administration (offered at Bloomington)**

*Advisers:* George F. Bloom, Jeffrey D. Fisher

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 within a changing environment 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 firms, 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. Case studies are employed to assist the student in solving the problems of plant location, selection of retail outlets, marketing, production management, advertising, and financial administration, including tax implications.

Study programs emphasize preparation for careers in the fields of real estate administration, property managements, 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. L408, R300, R305, R341, R440, R443. Two courses selected from among: Bus. A328, F420, G330, G406, M415, M426, N300, N320, W406; Econ. E350; Geog. G314; Polit. Sci. Y308; Soc. S309.

**Transportation and Public Utilities (offered at Bloomington)**

**Advisers:** Joseph R. Hartley, George M. Smerk (Transportation); James Suelflow (Public Utilities)

Regulated industries are an important segment of the total U.S. economy. These vital industries provide transportation and public utility services, and the quality and quantity of these services have played a major role in the nation's economic growth. At the present time more than one-third of the G.N.P. results from these and other closely related activities. Approximately 20 percent of the G.N.P. has been devoted to transportation. Successful continued operations of these complicated transportation and utility systems demand a large group of specially skilled and educated persons.

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

Students interested in urban transportation may take advantage of a special program in mass transit management. Courses are offered in transportation (T310, T315, T415) and geography that are useful in transit management careers. For practical experience during the school year students may be employed by the Institute for Urban Transportation; efforts are also made to help students secure summer employment in the transit industry.

Public utilities in recent years have been characterized by changes in methods of production and distribution of services. New legislation involving ecological and environmental considerations has made an impact as well. These changes have created economic and administrative problems in both industry and regulation which require highly qualified personnel for solution.

**Course Requirements**

**Junior Year:** Bus. A206 or A211-A212, T300, T309, and U300.

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

**Nonconcentration Areas****Business Law**

The courses in the business law area are planned to give students an understanding of the nature and functions of law and how the legal system operates. They also examine the legal principles applying to social problems which involve and are of particular concern to business. Textual material, including articles from legal and general interest periodicals, court opinions, statutes, and actual and hypothetical problem cases are used as teaching materials. Students are given practice in close and careful reading, in analyzing fact situations, and in applying legal principles. Considerable knowledge of business practices is gained from the reading and discussion of legal cases.

Business law is primarily a service area, and no concentration in business law is recognized. A major in business administration with appropriate general education courses is an excellent undergraduate preparation for many kinds of careers in law since a large proportion of legal practice requires an understanding of business and business practices. However, it is advisable for a prelaw student to gain a broad background rather than to emphasize undergraduate law courses.



## International Business Administration

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, students may elect two courses dealing with the general problems involved in international business. 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 in the M.B.A. and D.B.A. programs in this field.

## Combined Curriculum

### Business-Journalism (offered at Bloomington)

*Adviser:* Robert E. Smith

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

#### Course Requirements

**Sophomore Year:** Journ. J110, J111.

**Junior Year:** Journ. J210, J337.

**Junior and Senior Year:** Journ. J409 (or J419), J410; Bus. M415; two courses selected from the following: Bus. A211-A212, A325, F302, G300, G330, K325, L303 (or L405), M303, N300, R300, T300, U300; Econ. E340, E350, E360; also two courses selected from the following: Bus. D300, F420, G406, M402, P429, Z440; Econ. E445; electives in consultation with adviser.

## Honors Program

*Administrative Director (Bloomington):* Elizabeth M. Richmond

*Honors Counselor (Indianapolis):* Pamela T. Neal

The School of Business Honors Program is a separate, carefully articulated, combined undergraduate-graduate program which may lead to the M.B.A. at the end of five years of study. It retains the option to terminate the program at the end of four years when requirements for the B.S. degree have been completed.

The emphasis of the program is on special curricula, elective freedom, independent study, recognition of outstanding performance, accelerated progress, and, above all, on the individualized treatment which is necessary to fully develop those students who possess the capacity and motivation to excel.

The program provides a structure whereby the School of Business can systematically adjust its educational offering to reflect differences in individual student capabilities and motivation. It allows the superior students to accelerate their professional education for business efficiently and without loss of content or quality. It also provides an excellent pregraduate experience for those students who plan to enter graduate programs.



## Requirements for Admission

**Pre-admission.** University Division students are eligible for pre-admission to the School of Business Honors program if they have expressed an interest in majoring in business and satisfy the following academic criteria. Freshmen must either have been accepted in the pre-honors program of the University Honors Division (Bloomington) or must rank in the top 10 percent of their high school class and have a combined SAT score of at least 1100. Sophomores must have achieved a minimum of a 3.50 cumulative grade-point average in all college work. In either case, students must maintain at least a 3.50 cumulative grade-point average to remain in the pre-admit category.

Students in the pre-admit category will be counseled by the School of Business Honors Counselor and sophomores may take those graduate classes for which they have the necessary prerequisites. However, while in the pre-admit category students will be registered as University Division students and their records will officially remain with the University Division. *Acceptance to the pre-admit category does not guarantee admission to the School of Business Honors Program.*

**Admission.** Students who have been admitted to the School of Business and have attained a minimum of a 3.50 grade-point average may apply for admission to the School of Business Honors Program. Applicants for admission must be accepted into the Honors Program prior to the end of the first semester of their junior year. Participation in the pre-admission program is recommended, but is not a condition for admission to the Honors Program.

## Honors Curricula

**Special Honors Seminars.** To the extent allowed by available resources, the Honors Program Committee will arrange for the regular offering of nondepartmental undergraduate Honors Seminars under the aegis of X293, X393, and X493. Honors students are also eligible to participate in special Honors sections of regular undergraduate courses which may be offered periodically, depending upon available resources.

**Emphasis on Mathematics and Behavioral Science.** Since the level of competence in mathematics and behavioral science which is necessary to do Honors work in business administration is greater than that presently demanded of our regular students, all Honors students are required to take Math. M118 (3 cr.), M215 (5 cr.), and M216 (5 cr.). Honors sections are recommended when offered. For students who have taken M118 and M119 before applying to the Honors Program, the mathematics requirement will read M118, M119, and six additional hours in quantitative courses approved by their faculty adviser. Math. M120 is strongly recommended for three of the six additional hours; suitable quantitative courses are: Bus. K325, K327, M408; Math. M301, M303, M360, M347; Econ. E471, E472.

For their behavioral science emphasis, Honors students take Psy. P101 (B104) (3 cr.), Soc. S100 (R100)<sup>1</sup> (3 cr.) and at least three hours of any advanced undergraduate courses in anthropology, psychology, or sociology. (These courses can count as social science requirements.) Except for the increased emphasis on the behavioral sciences and mathematics, the General Education Core required for all Honors students differs little from that followed by other students. Enrolling in Honors sections of General Education Core courses is encouraged, when such are available.

**Independent Study for Honors Students.** All Honors students must complete six hours of independent research, X496, in an area of their choice before graduation. The Honors student does independent research under the direction of a faculty member in any of the departments of the School of Business. The independent study project can take any form mutually acceptable to the student, the professor, and the Honors committee. A grade (A, B, C, D, or F,)

<sup>1</sup>Soc. S210 or Soc. S230 (R234) may be taken in lieu of Soc. S100 (R100).



will be assigned by the professor. Both the professor and the student are required to make a short progress report to the Honors Committee during the course of the project and upon its completion. A possible alternative is for the Honors student to be assigned as a research associate to a D.B.A. candidate during one or both semesters of the latter's dissertation year. The purpose and procedure involved in such assignment shall be subject to approval by the Honors committee. On the basis of a short progress report from the Honors student and the D.B.A. candidate at the end of each semester, the director of the Honors Program will assign a grade.

There are two constraints, however, concerning the number of credit hours which the student may receive for independent study in the Honors Program. In short, the Honors student may enroll in no more than 15 hours of independent study and no more than 6 hours in any one department.

## Options

**Bachelor of Science in Business for Honors Students.** At the end of the senior year, all Honors students who meet the requirements will receive the B.S. in Business degree. Those students wishing to terminate the Honors Program in order to enter law school or a doctoral program, or for whatever reason, can do so at this point.

Currently, degrees with "Highest Distinction," with "High Distinction," and with "Distinction" are awarded on the basis of grade-point average and class standing. Honors students can, of course, compete for these awards. In addition, the B.S. diploma will show that the Honors Program graduate received "Honors in (Accounting, Finance, or Marketing, etc.)." Also, this fact will be displayed prominently on the Honors student's transcript.

**Master of Business Administration Opportunities.** While undergraduates, Honors students may take the first year of the M.B.A. core. Honors students who plan to complete the requirements for the M.B.A. degree may also take third semester required M.B.A. courses while undergraduates. Honors students who have the necessary prerequisites and have an exemption from a first year M.B.A. course may take M.B.A. elective courses. Honors students taking M.B.A. courses are expected to maintain the academic standards of the M.B.A. program in order to be allowed to continue to take M.B.A. courses.

While undergraduates, Honors students may accumulate up to 26 graduate credit hours which will count toward the M.B.A. degree should the student be admitted to the M.B.A. Program. Honors students must complete their undergraduate degrees before beginning the fifth year of M.B.A. course work. Each Honors student's fifth year program is subject to the approval of the chairperson of the M.B.A. program. The Honors student's fifth year program is expected to include all M.B.A. course work which has not been previously completed. Students who enter the program early and who plan their courses carefully should be able to complete the requirements for an M.B.A. degree at the end of their fifth year of full-time college work.

Honors students desiring admission to the M.B.A. program are required to apply formally to the M.B.A. Program and to take the GMAT (Graduate Management Admissions Test) at the appropriate time during their senior year. All Honors students who continue with the M.B.A. Program are required to complete a minimum of 48 hours of M.B.A. credit; this may include up to 26 hours of graduate work taken prior to completion of the B.S. degree requirements.

## Academic Performance Requirements

In order to be awarded the Bachelor of Science in Business with "Honors," the Honors student must maintain at least a 3.50 cumulative grade-point average and must satisfactorily complete a minimum total of 24 credit hours of Honors plus M.B.A. course work. When a student's cumulative grade-point average declines below the 3.50 requirement, the student will be placed on "Honors Probation" for the semester immediately following a sub-3.50



performance. The student will continue to have probationary standing until his/her cumulative G.P.A. is 3.50. If the student on probation fails to maintain a 3.50 semester average during the probationary period, the student will be dismissed from the Honors Program. Of those students placed on "Honors Probation" it is likely that a few will be able to maintain a 3.50 during their probational period but never achieve sufficient grades to raise their four-year cumulative grade-point average to 3.50. In these few cases, the student will have continued to enjoy the privileges accorded to all Honor students and will be awarded the bachelor's degree upon completion of the Program but not a degree with "Honors." M.B.A. courses taken while an undergraduate will count toward the M.B.A. degree only if the student completes the requirements for the B.S. degree with "Honors."

## **Outside Field in Business Administration**

**(offered at Bloomington and Indianapolis)**

*Advisers:* Eastman, G. Miller, M. Miller, Park (Bloomington); Neal (Indianapolis)

Students in the College of Arts and Sciences (Bloomington) and the School of Liberal Arts (Indianapolis) may combine formal study in business administration with their stated major in the College by concurrently completing an outside field in business administration.

### **Requirements:**

College of Arts and Sciences/School of Liberal Arts

Econ E103-E104 (E201-E202)

Soc S100 or S210 or S230 (R100 or R234)

Psy P101 (B104 or B105)

Math M118, M119 (or M215 for M119)

CSCI C201 (CSCI 208 or Bus K201)

School of Business

A201-A202 Introduction to Accounting I-II (3-3 cr.)

L201-(L203) Legal Environment of Business (3 cr.)

F301 Financial Management (3 cr.)

M301 Introduction to Marketing Management (3 cr.)

P301 Operations Management (3 cr.)

Z302 Managing and Behavior in Organizations (3 cr.)

J401 Administrative Policy (3 cr.)

X410 Business Career Planning and Placement (1 cr.)

Students who do not plan to complete the outside field in business administration but who wish to supplement their major in the College with a small number of business courses in a single business area—such as accounting, finance, marketing, or other specialized study—should consult with an adviser from the appropriate department of the School of Business.

## **Two-Year Certificate Programs** (offered at Bloomington and Indianapolis)

Two programs for which students may earn two-year certificates are offered by the School of Business in the fields of business studies and office management. These programs are designed for those student 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 completed at Indiana University and with at least 15 credit hours at one campus (correspondence study courses do not satisfy these requirements); (3) a cumulative grade-point 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 both School of Business certificates, the following general education and area concentration courses are required:

- I. Communications (Eng. W131 or W117) (3 cr.)
- II. Mathematics (3-7 cr.)  
Math M014, or two years of high school Algebra  
or three semesters of high school Algebra and  
one semester of high school Trigonometry (0-4 cr.)  
Math M118 Finite Mathematics, or  
Math M119 Brief Survey of Calculus I (3 cr.)
- III. Behavioral Sciences (3 cr.)  
Psy P101 (B104) Introductory Psychology or  
Soc. S100 (R100) Sociological Analysis of Society
- IV. Arts and Humanities (any course from Group IV, See General  
Education Requirements) (6 cr.)
- V. Social Science (any course from Group V) (3 cr.)
- VI. Science (any course from Group VI) (3 cr.)
- VII. Electives (sufficient to make total program of 60 credit hours)

### **Business Studies**

For the Certificate in Business Studies, the following, in addition to the general education courses, will complete the requirements: Bus. A201, A202 (or A211-A212 for those with a strong interest in accounting), K201 (CSCI208), L201 (L203), W100, Econ. E103-E104 (E201-E202); one of Bus. C204, C290, F260, Econ. E270.

### **Office Management**

For the certificate in Office Management, the following, in addition to the general education courses, will complete the requirements: Bus. A201-A202 (Bus. A211-A212 may be substituted for A202 for those with a strong interest in accounting), C204, C220 (or a minimum keyboarding skill of 35 w.a.m), C280, C290, K201 (CSCI 208); Econ. E103-E104 (E201-E202); Spch. S122 (C180).

For students interested in a support services component, the following would be added: Bus. C220-C223-C225-C230<sup>1</sup>; C240-C250-C260<sup>1</sup> in lieu of Bus. K201 (CSCI 208).

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<sup>1</sup>Students start sequence at the course appropriate to their background.



# 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 focusing on the above considerations, a basic program is designed for each candidate that takes into account his or her undergraduate academic background and 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 on 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 Graduate Management Admission Test; undergraduate grades (normally a B average or above); recommendations of instructors, employers, or others; and related elements. Admission is determined by qualifications of the applicants rather than by their undergraduate courses 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 Bloomington or Indianapolis in either August or January. Application materials must be submitted prior to April 15, and November 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 programs, candidates may choose 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. Careful attention is given to each candidate's needs during his or her 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 academic year is divided into two semesters of sixteen weeks each, plus summer sessions. Two summer sessions are the equivalent of one semester. Twelve semester hours of credit are 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. 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. A grade-point average of 2.75 or higher in all work taken for graduate credit must be earned as a prerequisite to continuation in good standing and for graduation. (Only six semester hours of credit may be transferred from another institution toward this requirement.)

**Further Information.** Detailed information of 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 47405.

## **The M.B.A. Career Integrated Program (M.B.A./ C.I.P.)**

**(offered at Bloomington and Indianapolis)**

The M.B.A./C.I.P. is identical in every respect to the full-time M.B.A. Program except that it is designed for men and women who have already started their careers. Therefore, all of the M.B.A./C.I.P.'s are part-time students who are enrolled in classes offered in the evening. This program's curriculum is identical to that of the full-time program leading to the Master of Business Administration degree. Criteria regarding objectives, orientation, program design, and selection of candidates are identical. M.B.A./C.I.P.'s are taught by the same faculty as the full-time students.

For the convenience of the student, M.B.A. classes are offered in Indianapolis, Columbus, and Bloomington in the evening. (The complete degree is offered at both the Indianapolis and Bloomington campuses, but the Indianapolis campus offers majors in only the following areas: Marketing, Finance, and Personnel and Organizational Behavior. The Columbus Center does not have the complete program.) M.B.A./C.I.P. students are given priority on evening M.B.A. classes. Students have the freedom to take classes at any of the three locations. M.B.A./C.I.P.'s may become full-time students as long as they are in good standing and provide the proper notification.

Normally, evening classes meet one night per week for two and one-half hours. Generally, the maximum course load is two three-credit-hour courses per semester. All other requirements are identical to those for the full-time M.B.A. Program described earlier in this bulletin. Many businesses in the community provide financial assistance to their employees who are enrolled in the M.B.A. Program.

For further information pertaining to the M.B.A./C.I.P., write to: Director, M.B.A. Program, Graduate School of Business, Indiana University, Bloomington, Indiana 47405, or M.B.A. Career Integrated Program, School of Business, Union Building, Room G025, 1300 West Michigan Street, Indianapolis, Indiana 46202.

## **Doctor of Business Administration (D.B.A.)**

**(offered at Bloomington)**

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 chairperson 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 or her course of study.

**Admission.** Admission to the D.B.A. Program is based on an individual's qualification as evidenced in the application, official transcripts, scores on the Graduate Management Admissions Test, recommendations, and, in some cases, 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 of the personal attention needed in completing the 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 Chairperson, D.B.A. Program, Graduate School of Business, Indiana University, Bloomington, Indiana 47405.

## Other Doctoral Programs

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

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

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



# Undergraduate Courses 1982-84

## School of Business

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

The number of hours of credit given a course is indicated in parentheses following the course title.

The abbreviation "P" refers to the course prerequisite or prerequisites.

## Accounting

- A201 Introduction to Accounting I (3 cr.)** P: 26 hours. Concepts and issues of financial reporting for business entities: analysis and recording of economic transactions.
- A202 Introduction to Accounting II (3 cr.)** P: A201. Concepts and issues of management accounting; budgeting; cost determination and analysis. Accounting majors must take Bus. A211-A212; A202 does not count toward requirements for Accounting majors.
- A206 Uses of Financial Accounting Data (3 cr.)** P: A202. Problems, principles, and concepts underlying preparation and presentation of accounting data; financial statements, with emphasis on problems of valuation and classification. Techniques and uses of analysis, with emphasis on factors of liquidity, profitability, stability, and prospects of the firm. Credit will not be given for both A206 and A211. A206 will not substitute for A211 as a prerequisite to advanced accounting courses.
- A211 Intermediate Accounting Theory and Problems I (3 cr.)** P: A201. Theory of asset valuation and income measurement. Principles underlying published financial statements. Must be taken concurrently with Bus. A212.
- A212 Intermediate Accounting Theory and Problems II (3 cr.)** P: A211. Application of intermediate accounting theory to problems of accounting for economic activities. Must be taken concurrently with Bus. A211.
- A322 Advanced Financial Accounting I (3 cr.)** P: A211-A212. Generally accepted accounting principles as applied to partnerships, joint ventures, special sales arrangements; cash flow and forecasting; presentation and interpretation of financial data; price-level problems; insolvency and liquidation.
- A323 Advanced Financial Accounting II (3 cr.)** P: A322. Generally accepted accounting principles as applied to branches, consolidations, foreign operations, corporate combinations, fiduciary arrangements, insurance.
- A325 Cost Accounting (3 cr.)** P: A211-A212. Conceptual and technical aspects of management and cost accounting. Product costing, cost control over projects and products; profit planning.
- A328 Introduction to Taxation (3 cr.)** P: A211-A212. Internal Revenue Code, Regulations. Emphasis on the philosophy of taxation including income concepts, exclusions from income, deductions, and credits.
- A335 Fund Accounting (3 cr.)** P: A211-A212 or by permission of the Accounting Department. Financial management and accounting for nonprofit-seeking entities; municipal and federal government, schools, and hospitals.
- A336 Internship in Accounting (cr. arr.)** Open to junior and senior accounting majors, who upon approval of Department of Accounting faculty, are placed with cooperating firms to receive training in accounting. Work experience supervised by faculty; research and written reports required.
- A337 Computer-Based Accounting Systems (3 cr.)** P: A211-A212. Impact of modern computer systems on analysis and design of accounting information systems. Discussion of tools of systems analysis, simple computer-based systems, and internal controls and applications. Use of a business-oriented language.
- A339 Advanced Income Tax (3 cr.)** P: A328. Internal Revenue Code and Regulations; advanced aspects of income, deductions, exclusions, and credits, especially as applied to tax problems of partnership and corporations.
- A340 Tax Planning (3 cr.)** P: A328. Income taxation of estates and trusts; the gift tax and the estate tax with emphasis on tax planning. State and local taxes with emphasis on multi-state siting of corporations.
- A424 Auditing (3 cr.)** P: A322, A325, A328, A337. Internal and external audits of business operations. Review of internal control including EDP systems. Verification of systems for



recording and processing transactions and balance sheet and operating accounts. Statistical applications in auditing.

**A425 Contemporary Accounting Theory (3 cr.)** P: A322, A325, A328. Development of accounting principles; theory of income determination and presentation of financial condition.

**A433 The International Aspects of Accounting (3 cr.)** P: A202 or A211-A212. Study of numerous differences observable in accounting principles, in legal traditions reflected in corporation and tax laws, in political and economic philosophies revealed in attitudes of management and labor towards their social and economic involvement.

**A434 The Professional Aspects of Accounting (3 cr.)** P: A322, A325, A328, A424 or concurrent. Preparation for practice as professional public, industrial, or governmental accountant. Review of generally accepted accounting principles applied to problem-solving.

**A437 Advanced Management Accounting (3 cr.)** P: A325. Expansion of concepts learned in A325. Behavioral aspects of management control systems. Integration of strategic planning, management control, and managerial information systems. Exploration of quantitative methods in accounting. Extensive use of case studies.

**A490 Independent Study in Accounting (cr. arr.)** P: Consent of instructor.

## Administrative Systems and Business Education

**B490 Undergraduate Survey of Business Education (2 cr.)** A terminal integrating course for business teachers. Review of undergraduate business principles and economic concepts. Demonstration of, and participation in, the problem-solving method and other methods of instruction. Methods of instruction in the bookkeeping-accounting and the basic business-economic subjects.

**C204 Business Communications (3 cr.)** P: Eng. W131 or equivalent. Theory and practice of written communication in business; use of correct, forceful English in preparation of letters, memoranda, and reports.

**C220<sup>1,2</sup> Beginning Typewriting I (2 cr.)** For students with no previous typewriting experience. A terminal course for students desiring short-term, elementary training for other than job purposes; a background course for those students desiring further training in other typewriting areas.

**C223<sup>2</sup> Beginning Typewriting II (2 cr.)** P: C220 or equivalent with a grade of C or higher. For advanced beginners having stroking speeds between 25 and 40 w.a.m. Intensive skill building and comprehensive problem coverage; builds techniques and competencies essential for higher-level training. For students planning careers in business or in business teaching.

**C225<sup>2,3</sup> Intermediate Typewriting (2 cr.)** P: C223 or equivalent with a grade of C or higher. For students with previous training but without sufficient skill for advanced work. Intensive skill buildings; training in job competencies. Basic office typing problems; fundamentals needed in office employment.

**C230<sup>2,3</sup> Advanced Typewriting (2 cr.)** P: C225 with a minimum grade of C. A terminal course for students preparing for employment in office occupations. Advanced typing problems, techniques, knowledge, and skills involved in production typewriting. For high-level office employment and business teaching.

**C240<sup>2,4</sup> Beginning Shorthand (3 cr.)** P or concurrent: C220. Principles and theory of a manual symbolic writing system; introduction to speed building. For students without previous instruction in shorthand or with inadequate preparation for C250.

**C250<sup>2,4</sup> Intermediate Shorthand (2 cr.)** P: C240 or C242 with a minimum grade of C and prior or concurrent enrollment in C225. Comprehensive review of principles and theory of

<sup>1</sup> May also be offered in two evening courses, each carrying one hour of credit, and numbered C221-C222, respectively.

<sup>2</sup> Enrollment in shorthand and typewriting sections will be determined by members of the Department in terms of the student's prior experience and/or results of placement tests.

<sup>3</sup> Courses C225 and C230 may also be offered in two evening courses, each carrying one hour of credit—C225 as C226-C227 and C230 as C231-C232.

<sup>4</sup> Courses C240, C250, and C260 may also be offered in two evening courses. C240 offered as C241 and C242 (1½ cr. each); C250 offered as C251 and C252 (1 cr. each); C260 offered as C261 and C262 (1½ cr. each).



the symbolic writing system; dictation speed building, vocabulary building, introduction to transcription.

- C260<sup>1,2</sup> Advanced Shorthand (3 cr.)** P: C250 with a minimum grade of C and prior or concurrent enrollment in C230. Brief review of shorthand theory; background knowledge of, and development of competency in, dictation and transcription.
- C280 Administrative Services Laboratory (1-3 cr.)** P: Typewriting proficiency of at least 35 w.a.m. on straight copy. Rotation of job units relating to administrative services. Organization and preparation of documents and operation of various equipment, such as dictation/transcription devices, reprographics equipment, and computation/inquiry units.
- C290 Office Organization and Management (3 cr.)** The office as an executive support center; office environment; administration and supervision of office services and activities (communication, word processing, reprographics, data storage and retrieval, data preparation and data entry, ancillary services); selection, placement, and training of office employees; personnel supervision responsibilities; data collection and documentation; problems in office management.
- C300 Administrative Systems (3 cr.)** Nature of administrative management; introduction to administrative systems; concept of the office; management of word processing and data processing operations.
- C301 Management of Administrative Services (3 cr.)** P: Bus. C300. Administration of services such as records management, communication, duplicating, calculating, mailing and library services. Methods of organizing and operating services, cost controls, procedures and practices.
- C305 Management Reports and Communications (3 cr.)** P: junior standing and Eng. W131 or equivalent. Application of communication principles to current business conditions. Emphasis on report writing, including data collection, organization, and interpretation. Some oral reporting.
- C390 Internship in Administrative Systems (cr. arr.)** Open to business education and administrative systems majors with consent of department chairperson. On-the-job training and research work in administrative systems with business firms. Supervision by faculty; written reports required.
- C400 Management of Data Systems (3 cr.)** P: Bus C300, C301. Open to graduate students by permission of department chairperson. 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.
- C402 Administrative Systems Applications (3 cr.)** P: Bus. C300, C301, and C400. Integrative experiences in the design, implementation, and evaluation of selected administrative systems and services. Emphasis upon case study and field investigation when appropriate.
- C413 Methods of Employee Training (3 cr.)** Open to graduate students by permission of department chairperson. Methods of instruction, development of instructional materials, program planning, and evaluation of training activities. Types and philosophy of training programs; organization and administration; nature and extent of staff assistance.
- C445 Transcription (2 cr.)** P: C230 and C260 with a minimum grade of C. Develops production competency in recording dictation and transcribing; qualifies for high-level positions of responsibility in secretarial work and business teaching.
- C490 Independent Study in Administrative Systems (cr. arr.)** P: Consent of instructor.

## International Business Administration

- D300 International Business Administration (3 cr.)** P: junior standing, Econ E103-E104 (201-202) or equivalent, or consent of instructor. 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.

<sup>1</sup> Enrollment in shorthand and typewriting sections will be determined by members of the Department in terms of the student's prior experience and/or results of placements tests.

<sup>2</sup> May also be offered in two evening courses, each carrying 1½ credits, and numbered C261-C262, respectively.



**D419 Environmental Analysis for International Business (3 cr.)** P: D300 or consent of instructor. Patterns of government and business relationships throughout the world; economic and political philosophies; the role of government in economic planning; economic development and control of private business; analysis of the "mix" of public and private activities in specific industry sectors.

**D490 Special Studies in International Business (cr. arr.)** P: consent of instructor.

**D496 Foreign Study in Business (2-6 cr.)** P: senior standing, and consent of instructor. Work in, or visits to, business firms; discussions with business executives and government officials. Prior background reading, orientation work, and approval of project required. Two semester hours for each three weeks of foreign residence.

## Finance

**F260 Personal Finance (3 cr.)** Financial problems encountered in managing individual affairs; family budgeting, installment buying, insurance, home ownership, and investing in securities. No credit for juniors and seniors in School of Business.

**F301 Financial Management (3 cr.)** P: A202, K201 (CS208); L201 (L302); Econ. E103-E104 (E201-E202), E270; Math. M118-M119; Psy. P101 (B104); Soc S100 (R100). Conceptual framework of the firm's investment, financing, and dividend decision; includes working capital management, capital budgeting, and capital structure strategies.

**F302 Financial Decision-Making (3 cr.)** P: F301. Application of financial theory and techniques of analysis in the search for optimal solutions to financial management problems.

**F420 Investment (3 cr.)** P: F301. Conceptual and analytical frameworks for formulating investment policies, analyzing securities, and constructing portfolio strategies for individuals and institutions.

**F446 Management of Commercial Banks and Other Financial Institutions (3 cr.)** P: F301. Management policies and decisions including asset, liability, and capital management within the legal competitive, and economic environment.

**F464 Internship in Finance (cr. arr.)** On-the-job training in finance. Approval of proposed training program in finance required by chairperson of the Finance Department. Graded on S-F basis.

**F490 Independent Study in Finance (cr. arr.)** P: consent of instructor

**F494 International Financial Management (3 cr.)** P: F301 and F302 or permission of instructor. Financial management of foreign operations of the firm. Financial constraints of the international environment and their effect on standard concepts of financial management. Study of international currency flows, forward cover, and international banking practices.

## Business Economics and Public Policy

**G300 Introduction to Managerial Economics (3 cr.)** P: Econ. E103-E104 (E201-E202). Applications of elementary concepts of microeconomic theory in the solution of business problems. Development of a conceptual framework for business decision-making under conditions of uncertainty.

**G330 Principles of Urban Economics (3 cr.)** P: Econ. E103 (E201) or consent of instructor. Introduction to basic concepts and techniques of urban economic analysis to facilitate understanding of current urban problems; urban growth and structure, public provisions of urban services, housing, employment, transportation, relationships between public and private sectors.

**G406 Business Enterprise and Public Policy (3 cr.)** P: senior standing. Legal, political, and economic framework of American business-government relationships; emergence of specific industry promotion, regulation and public ownership; government promotion of competition and policing of market practice.

**G409 Business Conditions and Public Policy (3 cr.)** P: senior standing. Measurement and economic analysis of general business conditions; the role of government in promoting high employment, price stability, and economic growth.

**G430 Economic Analysis of Urban Problems and Policies (3 cr.)** P: G330, Econ. E103-E104 (E201-E202) or consent of instructor. Advanced analysis of selected urban problems and policies. Focuses on behavior of households, businesses, and government as they relate to current problems and policies; financing urban government, housing markets and housing policies, employment, transportation, and urban environment.



- G460 Business in its Historical and Social Settings (3 cr.)** 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.
- G461 Business Biography (3 cr.)** P: G460. 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.
- G490 Independent Study in Business Economics and Public Policy (cr. arr.)** P: consent of instructor.

## Administrative and Behavioral Studies

- J401 Administrative Policy (3 cr.)** P: Z302 (or W301, Z301). Administration of business organizations: policy formulation, organization, methods, and executive control.
- J404 Business and Society (3 cr.)** Intellectual, philosophical, and scientific foundations of business. The business dynamic; its role in the evolution of enterprise and society from the small and simple to the large and complex; structure, discipline, and goals of a business society.
- W100 Business Administration: Introduction (3-4 cr.)** Business administration from standpoint of manager of a business firm operating in the contemporary economic political, and social environment. No credit for School of Business students when taken concurrently with or after "A" core.
- W301 Management and Organization Theory (3 cr.)** P: F301, M301, P301. Based on a review of the historical development of management theory. Nature of organizations and role of the manager within formal organizations. Introduction to the management process and to current theories of management and organizations including open system, socio-technical system and contingency approaches to an understanding of the management processes and practices. Credit not given for both W301 and Z302.
- W311 Small Business Entrepreneurship (3 cr.)** P: F301, M301, P301. Primarily for those interested in creating a new business venture or acquiring an existing business. Covers such areas as choice of a legal form, problems of the closely-held firm, sources of funds, preparation of a business plan, and negotiating.
- W402 Simulation of Business Enterprise (3 cr.)** P: Z302 (or W301, Z301). An integrative course providing an opportunity to synthesize analytical skills and knowledge developed in the basic functional fields of business. Focus on the determination and implementation of managerial policies and strategies.
- W406 Venture Growth Management (3 cr.)** P: W311, Z302 (or W301, Z301). For students interested in a growth oriented business. Covers such areas as the problems of acquiring and maintaining access of public financing.
- W407 Management of Commercial and Trade Organizations (2 cr.)** P: senior standing. Prepares advanced students for work with chambers of commerce, trade associations, and other business associations and organizations.
- W408 Practicum in Small Business (3 cr.)** P: W311, Z302 (or W301, Z301) and permission of instructor. Application of theory, knowledge, and techniques learned in previous business courses in analyzing actual business problems and to offer recommendations for their solution. Students are assigned to actual small businesses in the local or nearby communities.
- W430 Organizations and Organizational Change (3 cr.)** P: Z302 (or W301, Z301). Analysis and development of organizational theories with emphasis on environmental dependencies, socio-technical systems, structural design, and control of the performance of complex systems. Issues in organizational change, such as appropriateness of intervention strategies and techniques, barriers to change, organizational analysis and evaluation of formal change programs.
- W490 Independent Study in Business Administration (cr. arr.)** P: consent of instructor.
- W494 Herman B Wells Seminar in Leadership (3 cr.)** Open to seniors in School of Business and selected seniors from other schools with high scholastic ability and promise of developing leadership qualities as exemplified by Herman B Wells.
- Z300 Organizational Behavior and Leadership (3 cr.)** P: junior standing. Enrollment restricted to nonbusiness students. Nature of human behavior in organizations as a function of the individual, the groups within which he or she interacts, and the organizational



setting. Application of behavioral science concepts and findings to individual behavior and organizational performance. Credit given for only one of Z300, Z301 and Z302.

**Z301 Organizational Behavior and Leadership (3 cr.)** P: F301, M301, P301. Nature of human behavior in organizations as a function of the individual, the groups within which he or she interacts, and the organizational setting. Emphasis on applications of behavioral science concepts and findings to individual behavior and organizational performance. Taken as a part of the five-course integrative core program jointly with W301. Credit given for only one of Z300, Z301, and Z302.

**Z302 Managing and Behavior in Organizations (3 cr.)** P: F301, M301, and P301. Integration of behavior and organizational theories. Application of concepts and theories toward improving individual, group, and organizational performance. Builds from behavioral foundation toward an understanding of managerial processes. Credit given for only one of Z300, Z301 and Z302.

**Z403 Models of Job Motivation: Theories and Applications (3 cr.)** P: Z302. Integrates theory and practice of motivating effective human resource performances in organizations by examining relationships among philosophies of human nature, scientific attitudes and methods, and managerial motivation systems and techniques.

**Z440 Personnel—Human Resource Management (3 cr.)** Nature of human resource development and utilization in American society and organizations; government programs and policies, labor force statistics, organizational personnel departments, personnel planning, forecasting, selection, training and development. Integration of government and organizational human resource programs.

**Z441 Wage and Salary Administration (3 cr.)** P: Z302 (or W301, Z301). Survey of problems faced by modern managers of compensation systems. In-depth look at the role of company, government, union and employee in the design and administration of total compensation systems. A description of the type of wage and salary systems currently in use, their advantages and disadvantages and extent of current use.

**Z444 Personnel Research and Measurement (3 cr.)** P: Z301 or Z302. 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. (II Sem.)

**Z490 Independent Study in Personnel Management and Organizational Behavior (cr. arr.)** For senior personnel students with consent of instructor. Research, analysis, and discussion of current topics. Written report required.

## Quantitative Business Analysis

**K201 The Computer in Business (3 cr.)** P: sophomore standing. Introduction to digital computers and illustrations of their use in business. Stored program concept, types of programming languages, instruction in a specific compiler language; utilization of Business Computer Center. Impact of computers upon business management and organization. Student may receive credit for only one of K201, Computer Science C201 (CSCI 208) and C301 (CIS200) (CIS264).

**K320 Decision Making Under Uncertainty (3 cr.)** P: Econ. E270 and either Math. M120 or M215. Emphasis on modeling decision-making problems under uncertainty. Includes material on structuring decision-making problems, decision-making criteria, probability assessment and revision, risk and utility, value of information, and competitive decision making.

**K325 Probabilistic Models and Computer Simulation (3 cr.)** P: K201, Econ. E270, and either Math. M120 or M215. Fundamentals of probability. Applications to probabilistic models in operations research, including inventory and queuing models. Heavy emphasis placed upon computer simulation, with students writing their own FORTRAN programs, of these types of models. Statistical analysis of computer simulation, and possible optimization using computer simulation.

**K327 Deterministic Models in Operations Research (3 cr.)** P: K201 and either Math. M120 or M215. Emphasizes deterministic (nonprobabilistic) models in operations research. Includes introductory material on matrix algebra and solving linear equations, linear programming, integer programming, nonlinear optimization, dynamic programming, and



network models. Students use canned computer programs for linear programming and write FORTRAN programs for optimization search procedures.

**K490 Independent Study in Quantitative Business Analysis (cr. arr.)**

**Business Law**

**L201 Legal Environment of Business (3 cr.)** P: sophomore standing. Emphasis on the nature of law through examining a few areas of general interest: duty to avoid harming others (torts), duty to keep promises (contracts), and government regulation of business (trade regulation). Credit not given for both L201 and L203.

**L203 Commercial Law I (3 cr.)** P: sophomore standing. Covers the nature of law, torts, contracts, the sale of goods, and the legal regulation of business competition. For accounting majors and others intending also to take L303 in order to attain a rather broad and detailed knowledge of commercial law. Credit not given for both L201 and L203.

**L303 Commercial Law II (3 cr.)** P: L203 (L201 may be accepted with permission of department). Law of ownership, forms of business organization, commercial paper, and secured transactions. For accounting majors and others desiring a rather broad and detailed knowledge of commercial law.

**L405 The Corporation in America Today (3 cr.)** A discussion course focusing upon proposals for making business corporations more responsive to the needs of society and including study of the law applicable to corporations and their directors, officers, and employees. Involves student research and proposals.

**L406 Employment Problems and the Law (3 cr.)** Current legal problems in the area of employment. Topics include: race and sex discrimination; terminations in federal, state, and unionized jobs; impact of the United States Constitution and civil rights legislation.

**L407 Unfair Trade Practices and Consumer Protection (3 cr.)** Examines and evaluates the law of unfair and deceptive trade practices, consumer protection, and intellectual property, including antitrust law, misleading advertising and other marketing practices, trademarks, copyright, and trade secrets.

**L408 Real Estate Law (3 cr.)** P: L201. Legal problems incident to ownership and transfer of real property; attention to landlord-tenant law and the tools of land-use planning (nuisance law, zoning, private restrictions, subdivision control, and eminent domain).

**L409 Law and the Environment (3 cr.)** Uses of law to deal with problems involving the degradation of our physical environment.

**L410 Current Business Problems and the Law (3 cr.)** P: consent of instructor. Examines a few selected current problems facing business or society and analyzes the impact of the legal system on these problems.

**L420 Legal Aspects of Corporate Finance and Investments (3 cr.)** P: open to senior business school students only. An in-depth consideration of selected legal constraints affecting decisions of the entrepreneur, investment adviser, and corporate officer. Topics are selected from the areas of corporation law, securities regulation, and investment manager regulation.

**Marketing**

**M300 Introduction to Marketing (3 cr.)** P: Econ E103-E104 (E201-E202). For non-business students. Examination of the market economy and marketing institutions in the U.S. Decision making and planning from the manager's point of view; impact of marketing actions from the consumer's point of view. Business and the environment. No credit toward a degree in business.

**M301 Introduction to Marketing Management (3 cr.)** P: A202, K201 (CSCI 208), L201 (L203); Econ E103-E104 (E201-E202), E270; Math. M118, M119; Psy P101 (B104); Soc. S100 (R100). Overview of marketing for all business undergraduates. Marketing planning and decision making examined from firm's and consumer's points of view; marketing concept and its company-wide implications; integration of marketing with other functions. Market structure and behavior and their relationship to marketing strategy.

**M303 Marketing Decision Making (3 cr.)** P: M301 (or consent of instructor). Methods of decision making for marketing management. Development and functioning of managerial systems; formal tools of decision making. Collection and analysis of marketing data viewed in context of a management information system. Provides common analytical framework for later courses treating specialized marketing aspects.



- M325 Selling (3 cr.)** P: M301 (or consent of instructor). The role of selling in the economy, in the organization, and in marketing management. Selling as a profession. The dynamics of salesperson-customer interaction. Skills, techniques, and strategies of selling.
- M329 Consumer Policy in Marketing (3 cr.)** P: M301 (or M300 and consent of instructor). Analysis of consumer issues and policies. Examination of the laws and regulations affecting both consumers and marketers and of their effect on the marketplace.
- M402 Marketing Systems (3 cr.)** P: M301, M303 or concurrent (or consent of instructor). Analysis of marketing systems. Focuses on institutional structure, relationships, and functions. Marketing channels analyzed in terms of development and as organized behavior systems. Comparative and international marketing. The social role of marketing. **Note:** prerequisites for non-business students are A202 and M300.
- M405 Buyer Behavior (3 cr.)** P: M303 (or consent of instructor). Buyer behavior relevant to marketing decisions. Logic of marketing segmentation, recognizing customer heterogeneity. Buyer behavior analyzed in terms of decision-making process and models of individual and aggregate behavior. Specific attention given to consumer behavior in retail markets and to procurement behavior in industrial markets. **Note:** prerequisites for non-business students are M300 and Psy. P101.
- M408 Quantitative Methods for Marketing Management (3 cr.)** P: M303 (or consent of instructor). Application of key quantitative tools to marketing-decision problems. Emphasis given to application of quantitative methods to basic marketing problems and the role of quantitative methods for marketing management. Specific tools covered include Bayesian decision theory and mathematical, computer, and forecasting models.
- M415 Advertising and Promotion Management (3 cr.)** P: M303 (or consent of instructor). Basic advertising and sales-promotion concepts. The design, management, and integration of a firm's promotional strategy. Public policy aspects and the role of advertising in marketing communications in different cultures. **Note:** prerequisites for non-business students are M300 and Psy. P101.
- M418 Advertising Strategy (3 cr.)** P: M303, M415, and consent of instructor. Major managerial problems of promotion administration; advertising research, agency relationships, media concepts and strategy, appropriations and budgets, evaluation, coordination, regulation, and campaign planning.
- M419 Retail Management (3 cr.)** P: M301, M303 or concurrent (or permission of instructor). Major management problems in retail institutions. Treatment of retail/marketing strategy design and problems related to financial requirements, buying, inventory, pricing, promotion, merchandising, physical facilities, location and personnel. **Note:** prerequisites for non-business students are A202 and M300.
- M426 Sales Management (3 cr.)** P: M301, M303 or concurrent (or consent of instructor). Emphasizes the activities and problems of field sales management. Includes organizing the sales force, recruiting, training, compensation, motivation, sales techniques, forecasting, territory design, evaluation, and control. Lectures and case studies. **Note:** prerequisites for non-business students are A202 and M300.
- M439 Internship in Marketing (3-6 cr.)** P: M301 and consent of departmental faculty. Semester length full-time work program with business firm. Off campus assignment. Paper required. **Note:** prerequisite for non-business students is M300.
- M450 Marketing Strategy and Policy (3 cr.)** P: M303, one advanced marketing course, and senior standing. Ideally taken in student's last semester. Elective capstone course for marketing majors. Draws on and integrates materials previously taken. Focuses on decision problems in marketing strategy and policy design and application of analytical tools for marketing and decision making. **Note:** course is restricted to students in marketing concentration.
- M490 Special Studies in Marketing (cr. arr.)** Supervised individual study and research work. Open to qualified students by permission of department chairperson only.

## Insurance

- N300 Principles of Risk and Insurance (3 cr.)** Nature of risk; insurance as method of dealing with risk; property-liability and life-health insurance; insurance as an economic and social institution.



- N302 Insurance-Related Fringe Benefits (3 cr.)** P: A201, A202, L201 (L203). Study of principal types of pensions and profit-sharing plans as well as life, medical, disability income, and other insurance used as supplemental compensation for employees; the group insurance mechanism; federal tax treatment of employer and employee contributions and of proceeds; managerial considerations in establishing and operating fringe benefit programs.
- N310 Life-Health Insurance I (3 cr.)** Nature of life-health insurance; rate making; reserves; price measurements; contract provisions; uses of life insurance, health insurance, and annuities; reinsurance; regulation.
- N320 Property-Liability Insurance I (3 cr.)** Nature of property-liability insurance and suretyship; types of coverage; analysis of contracts; uses of insurance in management of risk.
- N403 Internship in Insurance (cr. arr.)** 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.
- N490 Independent Study in Insurance (cr. arr.)** P: Consent of instructor.

## Operations and Systems Management

- P301 Operations Management (3 cr.)** P: A202, K201 (CSCI 208), L201 (L203); Econ. E103-E104 (E201-E202), E270; Math. M118, M119; Psy. P101 (B104); Soc. S100 (R100). Analysis of planning and control decisions made by the operations manager of any enterprise. Topics include: forecasting, production and capacity planning, project planning, operations scheduling, inventory control, work measurement, and productivity improvement.
- P410 Purchasing (3 cr.)** P: F301, M301, P301 or consent of instructor. Examines the purchasing function in industrial firms. Topics include: sourcing, specifications, and standards; contract and pricing practices; negotiation; quality assurance and reliability; inventory management; value analysis; capital equipment buying; make or buy decisions; evaluation of purchasing performance.
- P421 Operations Planning and Control (3 cr.)** P: K325, P301, Math. M120. Design of information, planning, and control systems for allocating resources and scheduling activities in manufacturing firms. Topics include: operations information systems, forecasting, aggregate output planning, inventory control, materials requirements planning, and scheduling.
- P429 Operations Systems Design and Productivity (3 cr.)** P: K325, P301, Math. M120. Production systems design, productivity improvement, cost reduction, and the role of production in the basic strategy of the firm. Topics include: productivity measurement, cost control, methods analysis, product and process design, quality control, maintenance, employee selection and training, working conditions, incentives, and social factors.
- P480 Internship in Operations Management (cr. arr.)** P: consent of instructor. Students placed with cooperating firms to receive experience in conducting staff studies. Written report required.
- P490 Independent Study in Operations (cr. arr.)** P: consent of instructor. Literature or field study in student's special field of interest. Written report required.

## Real Estate Administration

- R300 Principles of Real Estate (3 cr.)** P: Econ. E103-E104 (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. Real estate appraising as an aid in decision making.
- R305 Real Estate Practices Laboratory (2 cr.)** P: R300 and L408 or consent of instructor. Preparation for the Indiana Real Estate Salesmen's License Examination. Preparation for testing over real estate economics, principles, appraising, and real estate law. Details of the real estate transaction, particularly closing statements. (I Sem.)



- R341 Residential Construction and Design Laboratory (2 cr.)** Preparation of working plans and specifications including site planning, orientation, and design. Building materials, methods, techniques, and processes.
- R440 Real Estate Appraisals (3 cr.)** P: R300. Techniques and methods of appraising real property. Case methods combined with field investigation. (I Sem.)
- R443 Real Estate Administration (3 cr.)** P: R440. Develops through the use of case studies 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. (II Sem.)
- R490 Independent Study in Real Estate and Land Economics (cr. arr.)** P: completion of all required real estate courses and consent of instructor.

## Transportation and Public Utilities

### Courses in Transportation

- T300 Principles of Transportation (3 cr.)** P: Econ. E103 (E201). Broad-gauge coverage of the singular role of transportation in the American economy and society. Development of transportation institutions and the growth of public regulation of carriers. Rate theory, pricing, location of economic activity; public policy toward transportation, physical distribution management, metropolitan transportation, and transport in other countries.
- T309 History of Transport and Its Control (2 cr.)** P: Econ. E103-E104 (E201-E202). 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.
- T310 Seminar in Urban Mass Transportation (1 cr.)** Provides an opportunity to discuss mass transportation with practitioners. Topics include transit management; transit planning; federal, state and local mass transportation policy; history; analysis of transportation alternatives; profiles of given transit systems. May be taken three times for credit.
- T315 Urban Transportation and Public Policy (3 cr.)** Role of transportation in shaping the modern city; development of urban mobility and passenger transportation problems; development of federal, state, and local policy and programs for the solution of urban transport problems.
- T320 Internship in Transportation (cr. arr.)** Open to Junior and Senior Transportation majors with consent of departmental faculty. On-the-job training and research work with transportation firms or public agencies. Supervision by faculty; written reports required. Graded on S-F basis.
- T405 Traffic and Physical Distribution Management (3 cr.)** P: Econ. E103-E104 (E201-E202). Distribution management integrating traffic management through cooperative functions with packaging, materials handling, inventory control, and facility location. Traffic department organization, functions of carrier selection, determination of rates, classification, and routing. Preparation for American Society of Traffic and Transportation certificate examination.
- T410 Costs, Demand, and Pricing in Transport (3 cr.)** P: Econ. E103-E104 (E201-E202). Nature of the cost and demand functions of railroads, motor carriers, pipelines, airlines, and water carriers. Pricing problems. Measurement of company and social costs; their application to transport resources.
- T413 Transport Management: Cases and Problems (3 cr.)** P: Econ. E103-E104 (E201-E202). Administrative policy and procedures of transportation companies. Internal problems, intermodal and intramodal competition, cases before administrative tribunals.
- T415 Mass Transit Management (3 cr.)** Methods of consumer-oriented management of mass transportation: workable objectives, financing, organization structure, accounting and information systems, personnel, maintenance programs, equipment selection, routing and scheduling, communication and control, the marketing program, marketing research, advertising, public information, community relations, fares and fare collection.
- T490 Independent Study in Transportation (cr. arr.)**



### Courses in Public Utilities

- U300 Principles of Public Utilities (3 cr.)** P: Econ. E103-E104 (E201-E202). Development and evolution of the public utility concept; historical, economic, and legal aspects. Economic and regulatory theories as they apply to the electric, gas, water, and communications industries. Public electric power development, river-basin planning, technological advances, and ecological and environmental issues pertinent to utilities.
- U405 Public Utility Management (3 cr.)** P: U300 or consent of instructor. Current management practices and problems in specific utility industries. Promotion of services, consumer relations, demand analysis, cost allocation, and capacity utilization are analyzed. Problems of rate making, including monopoly pricing and differential rates.
- U490 Independent Study in Public Utilities (cr. arr.)**

### General and Honors Courses

- X293 Honors Seminar in Business (1-3 cr.)** For students in School of Business Honors Program. May be taken twice for credit.
- X393 Honors Seminar in Business (1-3 cr.)** For students in School of Business Honors Program.
- X410 Business Career Planning and Placement (1 cr.)** Assists students in obtaining positions consistent with career goals. Career planning, organized employment campaign, job-application methods, interview, initial conduct on job. Includes addresses by prominent businessmen. Offered first semester only. Also open to seniors of other schools who wish to use Business Placement Office services and facilities.
- X487 Seminar in Business Administration (1-3 cr.)** Instruction of an interdisciplinary nature for student groups involved in university-related non-profit ventures. Interested groups must be sponsored by a School of Business faculty member and must obtain approval for the seminar from the Undergraduate Policy Committee. May be repeated up to a maximum of 6 credits.
- X493 Honors Seminar in Business (1-3 cr.)** For students in School of Business Honors Program. May be taken twice for credit.
- X496 Supervised Independent Honors Research in Business (1-6 cr.)** P: senior standing. For students in School of Business Honors Program. May be taken twice for credit.

## Department of Economics<sup>1</sup>

(College of Arts and Sciences, Bloomington, and the School of Liberal Arts, Indianapolis)

NOTE: P—prerequisite; R—recommended; I Sem.—offered First Semester; II Sem.—offered Second Semester; SS—offered in one or more of the Summer Sessions; (I)—offered at Indianapolis only.

- E103 (E201) Introduction to Microeconomics (3 cr.)** Scarcity, opportunity cost, competitive market pricing, and interdependence as an analytical core. Individual sections apply this core to a variety of current economic policy problems such as poverty, pollution, excise taxes, rent controls, and farm subsidies. Major emphasis for each section appear in the *Schedule of Classes*. I Sem., II Sem., SS.
- E104 (E202) Introduction to Macroeconomics (3 cr.)** Measuring and explaining total economic performance, money, and monetary and fiscal policy as an analytical core. Individual sections apply this core to a variety of current economic policy problems such as inflation, unemployment, economic growth, and underdeveloped countries. Major emphases for each section appear in the *Schedule of Classes*. I Sem., II Sem., SS.
- S103 Introduction to Microeconomics: Honors (3 cr.)** Designed for freshman students of superior ability. Covers same core material as E103 (E201). Small sections, I Sem.
- S104 Introduction to Macroeconomics: Honors (3 cr.)** Designed for freshman students of superior ability. Covers same core material as E104 (E202). Small sections. II Sem.

<sup>1</sup>Indianapolis campus course equivalents are shown in parentheses.



- E111-E112 Topics in the Economic History of Western Civilization I-II (3-3 cr.)(I)** Selected topics in the economic history of Western Civilization including the growth of the market organization, the Industrial Revolution, institutional growth and change, imperialism, and slavery and economic freedom.
- E270 Introduction to Statistical Theory in Economics and Business (3 cr.)** P: Mathematics M118-M119. Review of basic probability concepts. Sampling, inference, and testing statistical hypotheses. Applications of regression and correlation theory, analysis of variance, and elementary decision theory. Credit given for only one of the following: E270, E370, K300, K310, S250-S251. I Sem., II Sem., SS.
- E300 Principles of Economics (5 cr.)** P: junior standing. Covers essentially the same subject matter as E103-E104 (E201-E202). Credit not given for E300 and E301 or E104 (E201-E202).
- E306 Undergraduate Seminar in Economics (3 cr.)** Discussion and analysis of contemporary economic problems. Different topics offered each semester. May be repeated twice for credit. Papers and written assignments ordinarily required. I Sem., II Sem.
- E310 Modern European Economic History (3 cr.)** P: junior standing. Emergence and growth of Western capitalism: 1750-1870. Era of expansion and "imperialism": 1870-1914. The world wars and the development of advanced capitalism: structural change and renewed economic growth. The competition with the "socialist" world.
- E311 Modern Asian Economic History (3 cr.)** P: junior standing. Survey of economic, political, and social evolution in Asia since the mid-19th century; the economic consequences of World War II; postwar development of the major centrally planned and free-market economies; the current world status of the Asian economies.
- E321 Theory of Prices and Markets (3 cr.)** P: E103 (E201). Microeconomics: the theory of demand; theory of production; pricing under conditions of competition and monopoly; allocation and pricing of resources; partial and general equilibrium theory; welfare economics. I Sem., II Sem.
- E322 Theory of Income and Employment (3 cr.)** P: E104 (E202). Macroeconomics; national income accounting; theory of income, employment, and price level. Countercyclical and other public policy measures. I Sem., II Sem.
- E323 Urban Economics (3 cr.)(I)** P: E201 or E202. Economic interpretation of nature, growth, and structure of metropolitan areas. Economic analysis of urban problems such as poverty, housing, transportation, and environmental quality.
- E324 (History and Philosophy of Science X324) The History and Philosophy of Social Science (3 cr.)** Review of the historical development of social science, especially since the eighteenth century. Examination of the philosophical problems involved in obtaining knowledge about social phenomena and in devising social policy.
- E325 Comparative Economic Systems (3 cr.)** P: E103-E104 (E201-E202) and junior standing. A description and comparative analysis of economic systems, including the development and types of capitalism and democratic socialism and the influence of mercantilism and fascism on contemporary systems. Derivation of theories from historical evidence as found in the U.S. and West European economic systems.
- E330 International Finance (3 cr.)** Theory and determination of foreign exchange rates, mechanisms of adjustment to balance of payments disturbance, fixed vs. flexible exchange rates. Monetary aspects of the adjustment mechanism. International mobility of short-term capital. The international reserve supply mechanism and proposals for reform of the international monetary system. II Sem.
- E340 Introduction to Labor Economics (3 cr.)** P: E104 (E202) or junior standing. Economic problems of the wage earner in modern society; structure, policies, and problems of labor organizations; employer and governmental labor relations. I Sem., II Sem.
- E345 Social Welfare Policy (3 cr.)** Economic and institutional aspects of welfare policy emphasizing distribution of income, social security, fair employment legislation, poverty, income guarantees, welfare, and related social issues.
- E348 Economics of Human Resources (3 cr.)** P: E103-E104 (E201-E202). Economic, demographic, and socio-cultural factors involved in the development of an industrial labor force, with special emphasis on economics of education.
- E350 Money and Banking (3 cr.)** P: E103-E104 (E201-E202). Monetary and banking systems of the United States. The supply and control of money. The impact of money on the U.S. economy. Topics in the application of Federal Reserve monetary policy. Analytical treatment of the Federal Reserve system and the commercial banking industry. I Sem., II Sem.



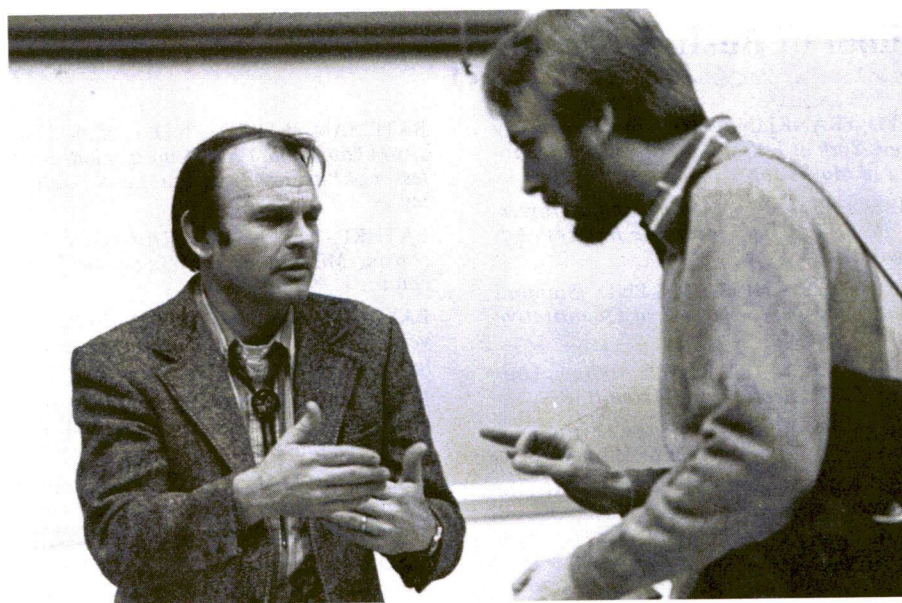
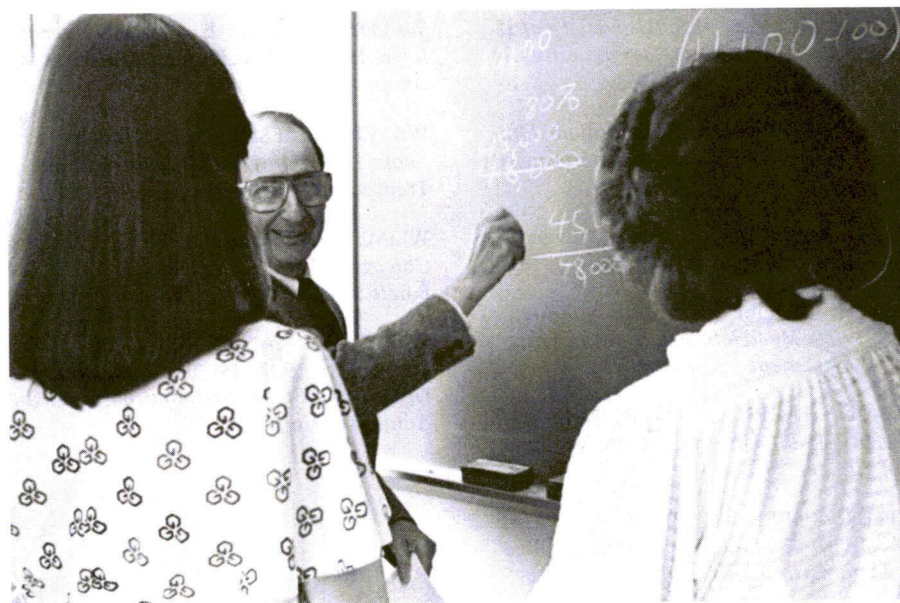
- E355 Monetary Economics (3 cr.)** P: E322 or E350. Supply and demand functions for money in the context of models of the U.S. economy. Formulation of Federal Reserve policy decisions and effects of interest rates, prices, output, and employment. Current problems in monetary policy and theory.
- E360 Public Finance: Survey (3 cr.)** P: E103-E104 (E201-E202). Major elements of taxation and public expenditures. Not recommended for economics majors. Credit not given for E360 and either E361 or E362.
- E361 Public Finance: Taxation (3 cr.)** P: E103-E104 (E201-E202). U.S. tax structure, income redistribution effects, and efficiency in resource allocation. Use of introductory principles of welfare theory and microeconomic models to evaluate particular issues. Credit not given for both E361 and E360. I Sem.
- E362 Public Finance: Government Spending (3 cr.)** P: E103-E104 (E201-E202). Federal budget concepts, examination of various rationales for government spending, and collective organization. Criteria for the evaluation of specific government programs. Stabilization function of fiscal policy. Credit not given for both E362 and E360. II Sem.
- E375 Introduction to Mathematical Economics (3 cr.)** P: E321, M215-M216, M301 or M303, or consent of instructor. Applications of mathematical concepts to equilibrium and optimization. Applications of matrix theory to input-output analysis, activity analysis, and models of capital accumulation.
- E385 Economics of Industry (3 cr.)** P: E103 (E201). Empirical analysis of market structure and behavior. Location, technology, economies of scale, vertical integration, conglomerates, barriers to entry, and competitive practices. Economic assessment of product performance, and environmental impact. I Sem.
- E399 Honors Seminar (3 cr.)** P: approval of departmental Honors adviser. Readings and discussion of selected problems. Research paper ordinarily required. Several topics offered each semester. May be repeated twice for credit. I Sem., II Sem.
- E406 Undergraduate Seminar in Economics (3 cr.) (I)** P: E201-E202 or permission of instructor. Open to juniors and seniors. Discussion of contemporary economic problems. Required of economics majors.
- E408 Undergraduate Readings in Economics (1-6 cr.)** P: senior standing, consent of instructor. Individual readings and research. Restricted to majors in economics. I Sem., II Sem.
- E409 Economic History of the U.S. (3 cr.)** Economic development and institutional change in the U.S. from colonial times to the present. Timing, pace, and sources of economic growth; structural change; economic activity; industrialization; government intervention; and income distribution.
- E410 Selected Topics in U.S. Economic History (3 cr.)** Analysis of selected topics, including transportation development, government intervention, systems of property rights, slavery, economic growth, income distribution, economic stability, technical change, and others.
- E419 Location and Regional Economics (3 cr.)** P: E321. Methods of regional analysis; regional income and interregional trade models; long-term trends in regional economic development, regional income, and employment differentials; migration of capital and labor.
- E420 History of Economic Thought (3 cr.)** P: E103-E104 (E201-E202) and junior standing or permission of instructor. Survey of main ideas of mercantilism, physiocracy, Adam Smith, Ricardo, Mill, Marx, neoclassical economics, Keynes. Connection of economic ideas with contemporary economic problems and policies.
- E421 History of American Economic Thought (3 cr.) (I)** P: Permission of instructor. Examination of American economic writers, their contributions to economic theory and policy from late 18th century to present.
- E422 History of Economic Analysis (3 cr.)** P: E321. Development of the classical analytical models of Ricardo and Marx, and the neoclassical models of general and partial equilibrium. Survey of special topics: population, international economics, unemployment, capital theory, etc.
- E424 Welfare, Justice, and Freedom (3 cr.)** P: junior standing or consent of instructor. Examination of the three title concepts; relation between economics and ethics; major thinkers such as the utilitarians; contractarians such as Rawls, Nozick, Buchanan, Knight, Hayek, Friedman, Schumpeter.



- E427 Marxian Economics: Exposition and Critique (3 cr.)** P: junior standing. Marx and the mainstream of economic thought from the classics to the present. Marxian economic models and concepts. The Marxian system: criticisms, "revisionism," and the modern significance of Marxian economics.
- E429 Marshall and Keynes (3 cr.)** P: E321, E322. Marshall's and Keynes' original economic models and their development; their views on scientific methodology; their social philosophies and contributions to public discussion and policy. Seminar restricted to 15 students.
- E430 International Economics (3 cr.)** P: E321. Gains from trade, relation between factor rentals and goods prices, distributional effects of trade, tariff policy and quantitative interferences, trade problems of developing countries, discrimination and customs unions, balance-of-payments adjustment via prices and incomes, exchange rate policy, role of international reserves. I Sem.
- E445 Collective Bargaining: Practice and Problems (3 cr.)** P: E340 or consent of instructor. Collective bargaining in contemporary economy; economic, social, and legal problems involved in negotiating; administration of collective bargaining agreement through grievance procedure and arbitration. I Sem.
- E446 Public Policy in Labor Relations (3 cr.)** P: E340 or consent of instructor. Current labor relations law as contained in Taft-Hartley and Landrum-Griffin Acts. NLRB and court decisions. II Sem.
- E447 Economics of the Labor Market (3 cr.)** P: E103 (E201). Analysis of the functioning of the U.S. Labor market. Labor force concepts, unemployment, mobility, wages, and current manpower problems and policies. Analysis of wage determination, wage policy, and their interaction with institutional factors.
- E463 Environment and Resource Economics (3 cr.)** P: E321 or E360 or SPEA V517. Basic theory of common property resources applied to environment and resource conservation problems. Topics include economic efficiency, equity, measurement problems, and policy formulation.
- E471 Statistical Theory in Economics and Business (3 cr.)** P: M118 and M119, or M215 and M216, and E270 or K310. Multivariate probability theory and sampling distributions in discrete and continuous spaces. Theory of statistical estimation and testing hypotheses. Nonparametric methods. Multivariate statistical techniques in economics and business. Sampling theory and design. I Sem.
- E472 Introduction to Econometrics (3 cr.)** P: E270 or K310 and/or E471. Applications of regression analysis to economic and business data. Estimation and hypothesis testing of the classical regression model. Heteroscedascity, collinearity, errors in observation, functional forms, and autoregressive models. Estimation of simultaneous equation models. II Sem.
- E483 Population Change and Development (3 cr.)** Demographic factors interrelated with socio-economic-political objectives and processes of development. Long-term demographic and development trends, current patterns and main emerging prospects. An array of models of demographic development interactions, starting with Malthus and Marx.
- E485 Social Control of Industry (3 cr.)** P: E103-E104 (E201-E202). The Corporate Economy: concentrated market power and conglomerate enterprises. The political economy of institutionalized reforms; corporate restructuring and anti-trust; corporate disclosure and accountability; consumer and environmental protection. Voluntary associations; Ralph Nader and other public interest activists; for-profit class-action law firms; and responsible professionals.
- E495 Economic Development (3 cr.)** Characteristics of economically underdeveloped countries. Obstacles to sustained growth; planning and other policies for stimulating growth; examination of development problems and experience in particular countries.
- E496 Foreign Study in Economics (3-8 cr.; once only)** P: consent of chairperson. Course involves planning of 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 must be presented by end of semester following foreign study.
- E497 Soviet-Type Economics (3 cr.)** Economic institutions, resource allocation mechanisms, and economic decision making under Soviet-style management and planning; analysis of growth strategy and experience; economic reforms in socialist countries and emergence of divergent forms of control and planning in the socialist world. I Sem.



- E499 Reading and Research for Honors (12 cr. max.)** P: approval of departmental Honors adviser. Research and preparation of senior Honors thesis. I Sem., II Sem.
- Y398 Internship in Professional Practice (S/F Grading) (1-6 cr.)** P: junior standing; approval of major department and Office of Professional Practice Programs. Designed to provide opportunities for students to receive credit for selected, career-related, full-time work. Evaluation by employer and faculty sponsor. Credit may not be included in 25 hours required for major. Does not count toward divisional distribution requirements.





## School of Business Faculty 1981/82 Bloomington-Indianapolis

### School of Business Emeriti Faculty

BRAY, MRS. ESTHER D., M.A. (*Indiana University, 1927*), Associate Professor Emeritus of Business Education

DIETERLE, D. LYLE, M.S. (*University of Illinois, 1931*), C.P.A., Professor Emeritus of Accounting

EDWARDS, EDWARD E., M.S. (*Indiana University, 1934*), Fred T. Green Professor Emeritus of Finance

HARING, ALBERT, Ph.D. (*Yale University, 1925*), Professor Emeritus of Marketing

MEE, JOHN F., Ph.D. (*The Ohio State University, 1959*), Mead Johnson Professor Emeritus of Management

SAUVAIN, HARRY C., D.C.S. (*New York University, 1935*), University Professor Emeritus of Finance

SHAFFER, ROBERT H., Ph.D. (*New York University, 1945*), Professor Emeritus of Business Administration

SILVERSTEIN, NATHAN L., Ph.D. (*University of Wisconsin, 1936*), Professor Emeritus of Finance

WALDEN, ROBERT E., Ph.D. (*University of Iowa, 1938*), C.P.A., Professor Emeritus of Accounting

WATERS, L. LESLIE, Ph.D. (*University of Illinois, 1939*), University Professor Emeritus of Transportation and Business History

WEIMER, ARTHUR M., Ph.D. (*University of Chicago, 1934*), Savings and Loan Professor Emeritus of Business Administration

WELLS, HERMAN B., M.A., LL.D. (*Indiana University, 1927, 1962*), Chancellor of the University; Professor Emeritus of Business Administration.

### School of Business Faculty

ACITO, FRANKLIN, Ph.D. (*State University of New York at Buffalo, 1976*), Associate Professor of Marketing

ALBRECHT, GARY, M.A. (*Indiana University, 1977*), Visiting Lecturer in Business Administration

ALBRIGHT, S. CHRISTIAN, Ph.D. (*Stanford University, 1972*), Professor of Quantitative Business Analysis

ALEXANDER, MARY B., M.S. (*Indiana University, 1977*), Lecturer in Accounting

ANDERSON, RONALD D., Ed.D. (*Indiana University, 1973*), Professor of Marketing

APLIN, JOHN C., JR., Ph.D. (*University of Iowa, 1975*), Chairperson of the Master of Business Administration Program, and Associate Professor of Business Administration

BATEMAN, J. FRED, Ph.D. (*Tulane University of Louisiana, 1965*), Chairperson, and Professor of Business Economics and Public Policy

BATHKE, ALLEN, M.S. (*University of Wisconsin, Milwaukee, 1977*), Lecturer in Accounting

BAXENDALE, SIDNEY, D.B.A. (*Indiana University, 1978*), C.P.A., C.M.A., Assistant Professor of Accounting

BELTH, JOSEPH M., Ph.D. (*University of Pennsylvania, 1961*), C.L.U., C.P.C.U., Professor of Insurance

BERRY, WILLIAM L., Ph.D. (*Harvard University, 1969*), Professor of Operations and Systems Management

BIAGIONI, LOUIS F., Ph.D. (*University of Missouri, 1964*), Professor of Accounting



BINFORD, THOMAS A.B. (*Princeton University*, 1948), Visiting Professor of Business Administration

BIRNBAUM, PHILIP H., Ph.D. (*University of Washington*, 1975), Associate Professor of Business Administration

BLACK, WILLIAM R., Ph.D. (*University of Iowa*, 1969), Director, Center for Urban and Regional Analysis, Professor of Public and Environmental Affairs, Professor of Geography, Adjunct Professor of Transportation

BLOOM, GEORGE F., D.B.A. (*Indiana University*, 1953), Professor of Real Estate Administration, and Real Estate Director (Office of the Treasurer)

BONSER, CHARLES F., D.B.A. (*Indiana University*, 1965), Dean and Professor of Public and Environmental Affairs, and Professor of Business Administration

BOQUIST, JOHN, Ph.D. (*Purdue University*, 1973), Associate Professor of Finance

BOSSORT, THOMAS R., JR., M.B.A. (*Indiana University*, 1949), Professor of Management

BOSTROM, ROBERT P., Ph.D. (*University of Minnesota*, 1978) Assistant Professor of Operations and Systems Management, and Systems Consultant, Information and Computer Sciences

BOWERS, L. THOMAS, J.D. (*New York University School of Law*, 1977), Associate Professor of Business Law

BRADY, EUGENE A., Ph.D. (*University of California, Berkeley*, 1961), Professor of Business Economics and Public Policy

BUNKE, HARVEY C., Ph.D. (*University of Illinois*, 1951), Executive Editor, *Business Horizons*, and Professor of Business Administration

BURNS, JANE O., Ph.D. (*The Pennsylvania State University*, 1976); C.P.A., Associate Professor of Accounting

BUYUKKURT, BEDRI K., M.B.A. (*Bogazici University*, 1975), Visiting Lecturer in Marketing

CABOT, A. VICTOR, JR., Ph.D. (*Northwestern University*, 1968), Professor of Quantitative Business Analysis

CHAN, T.S., M.B.A. (*University of Wisconsin*, 1974), Visiting Lecturer in Marketing

CHILDERS, VICTOR E., D.B.A. (*Indiana University*, 1967), Associate Professor of International Business Administration

CMUNT, TIMOTHY, D.B.A. (*Indiana University*, 1981), Visiting Assistant Professor of Operations and Systems Management

COSIER, RICHARD A., Ph.D. (*University of Iowa*, 1976), Associate Professor of Administrative and Behavioral Studies

CRASK, MELVIN R., D.B.A. (*Indiana University*, 1975), Visiting Associate Professor of Marketing

CRAWFORD, T. JAMES, Ph.D. (*University of Pittsburgh*, 1956), Chairperson, Administrative Systems and Business Education, and Professor of Business Education (School of Business), Professor of Education (School of Education, Graduate School)

DALRYMPLE, DOUGLAS, D.B.A. (*Michigan State University*, 1964), Associate Professor of Marketing

DALTON, DAN R. Ph.D. (*University of California, Irvine*, 1979), Assistant Professor of Administrative and Behavioral Studies

DAVID, H. DONALD, D.B.A. (*Indiana University*, 1959), Administrative Director, Division of Research, and Associate Professor of Business Education

DAVIDSON, LAWRENCE S., Ph.D. (*University of North Carolina*, 1977), Associate Professor of Business Economics and Public Policy

DAY, RALPH L., Ph.D. (*University of North Carolina*, 1961), Distinguished Professor of Business Administration

DEHAYES, DANIEL W., JR., Ph.D. (*The Ohio State University*, 1968), Associate Dean and Director, Academic Computing, and Professor of Business Logistics

DONNELL, JOHN D., D.B.A. (*Harvard University*, 1966); J.D. (*University of Iowa*, 1948), Chairperson, Business Law, and Professor of Business Administration

DORTCH, CARL, M.A. (*University of Cincinnati*, 1938), Adjunct Professor of Business and Public and Environmental Affairs, and Special Assistant to the Vice President (IUPUI)

DVORAK, EARL A., Ed.D. (*Indiana University*, 1951), Associate Professor of Business Education (School of Business), Associate Professor of Education (School of Education)

DWORKIN, TERRY M., J.D. (*Indiana University*, 1975), Assistant Professor of Business Law

EASTON, ANNA, M.S. (*Indiana University*, 1976), Lecturer in Administrative Systems and Business Education



- EL-GIBALY, SAAD A., M.S. (*Indiana University*, 1977), Visiting Lecturer in Administrative Systems and Business Education
- ENGLEDOW, JACK L., D.B.A. (*Indiana University*, 1971), Professor of Marketing
- FARMER, RICHARD N., Ph.D. (*University of California, Berkeley*, 1957), Professor of International Business Administration
- FISHER, JEFFREY D., Ph.D. (*The Ohio State University*, 1980), Assistant Professor of Real Estate
- FORD, JEFFREY D., Ph.D. (*The Ohio State University*, 1975), Associate Professor of Administrative and Behavioral Studies
- FOX, MARIANNE B., M.B.A. (*Indiana University*, 1980), Lecturer in Accounting
- FRATIANNI, MICHELE, Ph.D. (*The Ohio State University*, 1971), Professor of Business Economics and Public Policy
- FRUMER, SAMUEL, D.B.A. (*Indiana University*, 1960); C.P.A., Professor of Accounting
- GIFT, MICHAEL, M.B.A. (*Shippensburg State College*, 1976), Lecturer in Accounting
- GOODRICH, JONATHAN N., Ph.D. (*State University of New York at Buffalo*, 1976), Assistant Professor of Marketing
- GORDON, PAUL J., Ph.D. (*Syracuse University*, 1958), Chairperson, Administrative and Behavioral Studies, and Professor of Management
- GRANBOIS, DONALD H., D.B.A. (*Indiana University*, 1963), Chairperson, and Professor of Marketing
- GREENE, CHARLES N., Ph.D. (*The Ohio State University*, 1969), Professor of Personnel and Organizational Behavior
- GREENLEAF, ROBERT W., D.B.A. (*Indiana University*, 1961), Professor of Finance
- GREMILLION, LEE L., III, D.B.A. (*Harvard University*, 1979), Assistant Professor of Operations and Systems Management
- GROOMER, S. MICHAEL, Ph.D. (*University of Missouri*, 1975); C.P.A., Assistant Professor of Accounting
- GROSSACK, IRVIN M., Ph.D. (*Columbia University*, 1962), Professor of Business Economics and Public Policy
- HAEBERLE, WILLIAM L., D.B.A. (*Indiana University*, 1952), Director of the Indiana Executive Program, and Professor of Management
- HALL, ROBERT W., D.B.A. (*Indiana University*, 1972), Associate Professor of Operations and Systems Management
- HANSEN, JAMES V., Ph.D. (*University of Washington*, 1973), Associate Professor of Accounting
- HARE, THEA R., M.B.A. (*Michigan State University*, 1975), Lecturer in Accounting
- HARNETT, DONALD L., Ph.D. (*Cornell University*, 1964), Chairperson, and Professor of Quantitative Business Analysis
- HARTLEY, JOSEPH R., D.B.A. (*Indiana University*, 1957), Professor of Business Administration
- HEEREMA, DOUGLAS L., Ph.D. (*University of Iowa*, 1966), Assistant Professor of Accounting
- HEGARTY, W. HARVEY, Ph.D. (*University of North Carolina*, 1972), Associate Professor of Administrative and Behavioral Studies (Leave)
- HEINTZ, JAMES ANTHONY, D.B.A. (*Washington University*, 1972); C.P.A., Associate Professor of Accounting
- HEITGER, LESTER E., Ph.D. (*Michigan State University*, 1971); C.P.A., Associate Professor of Accounting
- HELMKAMP, JOHN, D.B.A. (*Indiana University*, 1968); C.P.A., Professor of Accounting
- HEMMER, EDGAR H., Ph.D. (*Purdue University*, 1972), Associate Professor of Finance
- HETTENHOUSE, GEORGE W., Ph.D. (*Purdue University*, 1970), Professor of Finance
- HEWITT, CHARLES M., D.B.A. (*Indiana University*, 1955); J.D. (*University of Alabama*, 1947), Professor of Business Law
- HILL, NED C., Ph.D. (*Cornell University*, 1976), Associate Professor of Finance
- HINTON, BERNARD, Ph.D. (*Stanford University*, 1966), Professor of Personnel and Organizational Behavior
- HOFFER, JEFFREY A., Ph.D. (*Cornell University*, 1975), Associate Professor of Operations and Systems Management
- HUSTAD, THOMAS P., Ph.D. (*Purdue University*, 1973), Associate Professor of Marketing
- JAFFEE, BRUCE L., Ph.D. (*Johns Hopkins University*, 1971), Chairperson of the Doctor of Business Administration Program, and Associate Professor of Business Economics and Public Policy



- JENKINS, A. MILTON, Ph.D. (*University of Minnesota*, 1977), Associate Professor of Operations and Systems Management
- JENNINGS, ROBERT H., Ph.D. (*University of Texas at Austin*, 1981), Assistant Professor of Finance
- JERMAN, ROGER E., D.B.A. (*University of Oklahoma*, 1974), Professor of Transportation
- JONES, WILLIAM P., M.B.A. (*Indiana University*, 1951); J.D. (*Indiana University*, 1958); C.P.A., Assistant Professor of Accounting
- JUN, KWANG W., D.B.A. (*Indiana University*, 1981), Visiting Assistant Professor in Finance
- JUSTUS, CAROLYN, B.S. (*Purdue University*, 1955), Lecturer in Business Administration
- KANG, HEEJOON, Ph.D. (*University of Washington*, 1980), Assistant Professor of Business Economics and Public Policy
- KELLER, HOWARD, M.B.A. (*Indiana University*, 1978), C.P.A., Visiting Lecturer in Accounting
- KLEMKOSKY, ROBERT C., Ph.D. (*Michigan State University*, 1971), Professor of Finance
- KULSRUD, WILLIAM N., Ph.D. (*University of Texas*, 1980), C.P.A., Assistant Professor of Accounting
- KUNTZ, EDWARD J., Ed.D. (*Indiana University*, 1956), Professor of Business Administration
- LEE, WAYNE Y., Ph.D. (*University of California, Los Angeles*, 1973), Associate Professor of Finance
- LEIBMAN, JORDAN H., J.D. (*Indiana University*, 1979), Assistant Professor of Business Law
- LENZ, R. THOMAS, D.B.A. (*Indiana University*, 1978), Assistant Professor of Business Administration
- LEWIS, ROBERT J., JR., Ph.D. (*Southern Illinois University*, 1972), Assistant Dean, and Lecturer in Business
- LONG, JOHN D., D.B.A. (*Indiana University*, 1954); C.L.U., C.P.C.U., Chairperson, and Professor of Insurance
- LYLES, MARJORIE A., Ph.D. (*University of Pittsburgh*, 1977), Assistant Professor of Business Administration
- MABERT, VINCENT A., Ph.D. (*The Ohio State University*, 1973), Associate Professor of Operations and Systems Management
- MACKAY, DAVID B., Ph.D. (*Northwestern University*, 1971), Associate Professor of Marketing, and Associate Professor of Geography (part-time)
- MALLOR, JANE A., J.D. (*Indiana University*, 1976), Associate Professor of Business Law
- MARCUS, MORTON JOSIAH, A.M. (*Washington University*, 1963), Research Economist in the Division of Research, and Lecturer in Business Economics and Public Policy
- MARER, PAUL, Ph.D. (*University of Pennsylvania*, 1968), Professor of Business Administration and Senior Research Associate, International Development Institute and of Uralic and Altaic Studies, Acting Chairperson of International Business Administration
- MARTIN, DAVID D., Ph.D. (*University of California, Los Angeles*, 1955), Professor of Business Economics and Public Policy
- MARTIN, E. WAINRIGHT, JR., Ph.D. (*The Ohio State University*, 1952), Professor of Business Administration
- MATHERLY, DONNA M., M.S. (*Indiana University*, 1978), Lecturer in Administrative Systems and Business Education
- MAWHINNEY, THOMAS C., Ph.D. (*University of Washington*, 1975), Associate Professor of Business Administration
- MCCLAIN, JUDY F., M.B.A. (*Indiana University*, 1976), Lecturer in Administrative Systems and Business Education
- MCLAUGHLIN, HUGH, Ph.D. (*University of North Carolina*, 1979), Assistant Professor of Finance
- MCREYNOLDS, SHIRLEY C., M.S. (*Indiana University*, 1959), Lecturer in Administrative Systems and Business Education
- MEDRANO, PATRICIA D., M.S. (*Indiana University*, 1980), Visiting Lecturer in Administrative Systems and Business Education
- MENSAH, YAW, Ph.D. (*University of Illinois*, 1978), C.M.A., Assistant Professor of Accounting
- MERRILL, JAMES R., Ph.D. (*University of Kansas*, 1981), Assistant Professor of Marketing
- METZGER, MICHAEL B., J.D. (*Indiana University*, 1969), Associate Professor of Business Law
- MILLER, GEORGIA B., Ed.D. (*University of Kentucky*, 1975), Assistant Professor of Business Administration



- MILLER, JOSEPH C., Ph.D. (*University of Wisconsin*, 1971); J.D. (*University of Chicago*, 1963), Associate Professor of Marketing
- MULHOLLAND, JOHN D., M.B.A. (*The University of Michigan*, 1951); C.P.A., Treasurer of the University, and Assistant Professor of Accounting (part-time)
- MUTH, JOHN F., Ph.D. (*Carnegie-Mellon University*, 1962), Professor of Production Management
- MYERS, JOHN H., Ph.D. (*Northwestern University*, 1943); C.P.A., Professor of Accounting
- NEAR, JANET P., Ph.D. (*State University of New York, Buffalo*, 1977), Assistant Professor of Administrative and Behavioral Studies
- NEWMAN, SCOTT G., M.B.A. (*Indiana University*, 1979), C.P.A., Lecturer in Accounting
- NOVIT, MITCHELL S., Ph.D. (*The University of Michigan*, 1966), Associate Professor of Personnel and Organizational Behavior
- O'CONNOR, BRIDGET, M.S. (*Indiana University*, 1978), Visiting Lecturer in Administrative Systems and Business Education
- OGAN, PEKIN, Ph.D. (*University of North Carolina*, 1974), Associate Professor of Accounting
- OLSHAVSKY, RICHARD WILLIAM, Ph.D. (*Carnegie-Mellon University*, 1967), Professor of Marketing
- O'NEIL, BRIAN F., Ph.D. (*Purdue University*, 1971), Associate Professor of Operations and Systems Management
- ORGAN, DENNIS WAYNE, Ph.D. (*University of North Carolina*, 1970), Professor of Personnel and Organizational Behavior
- OTTESON, SCHUYLER F., Ph.D. (*The Ohio State University*, 1948), Dean of the School of Business, and Professor of Business Administration
- PAAP, JOHN E., Ph.D. (*Massachusetts Institute of Technology*, 1979), Assistant Professor of Business Administration
- PANSCHAR, WILLIAM G., Ph.D. (*Northwestern University*, 1956), Director of External Programs, and Professor of Marketing
- PARRY, ROBERT W., Jr., Ph.D. (*Lehigh University*, 1979), Assistant Professor of Accounting
- PATTERSON, JAMES M., Ph.D. (*Cornell University*, 1961), Professor of Marketing
- PERKINS, WILLIAM C., D.B.A. (*Indiana University*, 1966), Chairperson, Operations and Systems Management, and Professor of Quantitative Business Analysis
- PFISTER, RICHARD L., Ph.D. (*Massachusetts Institute of Technology*, 1959), Professor of Urban Economics
- PHILLIPS, MICHAEL J., L.L.M. (*George Washington University*, 1975), Associate Professor of Business Law
- PINNELL, W. GEORGE, D.B.A. (*Indiana University*, 1954), Executive Vice-President of the University, and Professor of Business Administration
- PORTER, JOHN H., D.B.A. (*Indiana University*, 1956), Associate Dean for Student Affairs, and Professor of Business Administration
- POWELL, CHARLES RANDALL, Ph.D. (*The Ohio State University*, 1973), Director of Business Placement, and Assistant Professor of Business Administration (part-time)
- RABER, NEVIN W., M.A.L.S. (*Indiana University*, 1952), Librarian, and Assistant Professor of Business Administration
- RESINOVIC, GORTON I., M.A. (*Ekonomski Fakultet Zagreb*, 1978), Visiting Assistant Professor of Operations and Systems Management
- RICHARDS, ERIC L., J.D. (*Indiana University*, 1976), Assistant Professor of Business Law
- ROGERS, RICHARD L., Ph.D. (*The Pennsylvania State University*, 1981), C.P.A., Assistant Professor of Accounting
- ROSEN, DENNIS L., Ph.D. (*University of Minnesota*, 1977), Assistant Professor of Marketing
- ROSS, RONALD S., Ph.D. (*University of Texas*, 1977), C.P.A., Assistant Professor of Accounting
- RYAN, WILLIAM G., M.B.A. (*Harvard University*, 1956), Assistant Professor of Business Administration
- SARTORIS, WILLIAM L., Ph.D. (*Purdue University*, 1970), Associate Professor of Finance
- SCHALLER, HOWARD G., Ph.D. (*Duke University*, 1953), Executive Associate Dean of the School of Business, and Professor of Business Economics and Public Policy
- SCOTT, WILLIAM E., JR., Ph.D. (*Purdue University*, 1963), Professor of Personnel and Organizational Behavior
- SEAWELL, L. VANN, D.B.A. (*Indiana University*, 1958); C.P.A., Professor of Accounting
- SHEFFET, MARY JANE, Ph.D. (*University of California, Los Angeles*, 1979), Assistant Professor of Marketing



SIMKOWITZ, MICHAEL A., Ph.D. (New York University, 1970), Chairperson, and Professor of Finance

SMERK, GEORGE M., JR., D.B.A. (Indiana University, 1963), Professor of Transportation

SMITH, R. GORDON, M.A. (University of Illinois, 1969), Associate Director, Business Placement, and Lecturer in Business Administration (part-time)

SMITH, ROBERT E., Ph.D. (University of Wisconsin, 1977), Assistant Professor of Marketing

SONI, ASHOK K., D.B.A. (Indiana University, 1981), Assistant Professor of Business Administration

SPILLER, EARL A., JR., Ph.D. (The University of Michigan, 1960), C.P.A., Chairperson, and Professor of Accounting

STEPHENSON, P. RONALD, Ph.D. (The Ohio State University, 1966), Chairperson of the Undergraduate Program, and Professor of Marketing

STERN, JERROLD J., Ph.D. (Texas A. & M., 1980), Assistant Professor of Accounting

STOCKTON, R. STANSBURY, Ph.D. (The Ohio State University, 1956), Professor of Business Administration

SUELFLOW, JAMES, Ph.D. (University of Wisconsin, 1965), Professor of Business Administration

SUMMERS, JOHN O., Ph.D. (Purdue University, 1968), Professor of Marketing

THAKOR, ANJAN V., Ph.D. (Northwestern University, 1979), Assistant Professor of Finance

THORELLI, HANS B., Ph.D. (University of Stockholm, Sweden, 1954); LL.B., E. W. Kelley Professor of Business Administration

TUTTLE, DONALD L., Ph.D. (University of North Carolina, 1965), Professor of Finance

UDELL, GREGORY, M.A. (Northern Illinois University, 1973), Visiting Lecturer in Finance

WALDMAN, JOSEPH M., D.B.A. (Indiana University, 1966), Associate Dean for Administration, and Professor of Business Administration

WATSON, KATHLEEN, Ph.D. (University of Utah, 1978), Assistant Professor of Administrative and Behavioral Studies

## Part-time Lecturers

ARFFA, ELAINE S., M.B.A. (Syracuse University, 1957), Teacher-Coordinator, Indianapolis Public Schools

ARNOLD, RICHARD W., M.B.A. (Xavier University, 1976), Territory Manager, Hartmann Luggage

WEISS, ANDREW, M.S. (Northwestern University, 1979), Lecturer in Administrative and Behavioral Studies

WELDON, THOMAS, M.B.A. (Indiana University, 1981), Visiting Lecturer in Operations and Systems Management

WENTWORTH, JACK R., D.B.A. (Indiana University, 1959), Professor of Business Administration

WHYBARK, D. CLAY, Ph.D. (Stanford University, 1967), Professor of Operations and Systems Management

WILLIAMS, EDGAR G., D.B.A. (Indiana University, 1952), Vice-President for Administration, and Professor of Business Administration

WILSON, GEORGE W., Ph.D. (Cornell University, 1955), Professor of Economics (College of Arts and Sciences, Graduate School), Distinguished Professor of Business Administration (School of Business)

WINKLER, ROBERT L., Ph.D. (University of Chicago, 1966), Distinguished Professor of Quantitative Business Analysis

WINSTON, WAYNE L., Ph.D. (Yale University, 1975), Associate Professor of Quantitative Business Analysis

WINTER, FREDERICK, Ph.D. (Purdue University, 1972), Visiting Professor of Marketing

WISE, BARBARA A., M.S. (Indiana University, 1965), Lecturer in Administrative Systems and Business Education

WOOD, DONALD A., Ph.D. (Purdue University, 1968), Associate Professor of Business Administration

WRIGHT, DAVID J., Ph.D. (University of Illinois, 1979), Assistant Professor of Finance

WYLLIE, EUGENE D., Ed.D. (Indiana University, 1961), Associate Professor of Business Education (School of Business), Associate Professor of Education (School of Education)

ZVEGINTZOV, SERGE, M.A. (New College, Oxford, 1963), Visiting Associate Professor of Operations and Systems Management



BAUGHMAN, RONALD C., M.B.A. (Michigan State University, 1968), Financial Analysis, Eli Lilly & Co.

CALHOUN, JOHN H., JR., M.B.A. (University of Pittsburgh, 1965); J.D. (Indiana University, 1972), Private law practice

CARTER, MICHAEL A., M.B.A. (University of Detroit, 1978), Account Representative, Xerox Corporation

COLES, JAMES A., B.S. (Rose-Hulman Institute of Technology, 1969); J.D. (St. Louis University Law School, 1974); Patent Attorney, Jenkins, Coffey, Hyland, Badger & Conard

COLGROVE, SUSAN B., M.S. (Indiana State University, 1969), Business Teacher, Decatur Central High School

DORRIS, ROBERT W., B.S. (University of Missouri, 1957), Trust Investment Officer, Indiana National Bank

EVERSON, RAY S., M.B.A. (University of Oklahoma, 1968), C.P.A., Sr. Cost Accountant, Eli Lilly & Co.

FIX, ROBERT R.,

GAERTE, STEPHEN C., B.S. (Indiana University, 1970); C.P.A., Partner, George S. Olive & Co.

GARLING, ELAINE C., M.S. (Indiana University, 1972), Business Teacher, Wayne Township

GILLIATT, DONALD L., M.B.A. (Indiana University, 1961), Associate Director of Budgeting, Indiana University-Purdue University at Indianapolis

GINGER, LAURA A., B.A. (DePauw University, 1976); J.D. (University of Chicago, 1979) Associate, Bayh, Tabbert & Capehart

GOOTEE, DAVID P., M.B.A. (Purdue University, 1968), Control & Promotion Operator, Eli Lilly & Co.

HARDNETT, MARVA L., M.B.A. (Indiana University, 1979); C.P.A., Staff Accountant, Ernst & Whinney

HATCHETT, JOHN T., B.S. (Indiana University, 1947); C.P.A., Vice-President-Indiana Vocational Technical College

HUGHES, BONNIE J., M.S. (Indiana State University, 1964) Self-employed

JACKSON, GEORGE E., M.B.A. (Indiana University, 1957), Head, Business Department, Thomas Carr Howe High School

JACQUAY, JOHN H., M.S.B.A. (Indiana University, 1977) Regional Director-Accounting, GTE Service Corporation

JOHNSON, J. DOUGLAS, M.S. (Northwestern University, 1941), Consultant

JOHNSON, W. SIDNEY, III, M.S. (Purdue University, 1972); J.D. (Indiana University Law School, 1979) Assistant Dean, Research & Sponsored Programs, Indiana University-Purdue University at Indianapolis

KELLY, MICHAEL E., M.B.A. (Indiana University, 1967), Methods and Facilities Planning, Eli Lilly & Co.

KIME, MAX D., JR., M.S. (Purdue University, 1974), Trust Officer, American Fletcher National Bank

KLINKOSE, FRANK A., JR., M.P.A. (Indiana University, 1976), Administrator, Income Tax Division, Indiana Department of Revenue

LAMBERT, JANET R., M.S. (Indiana University, 1976), Business Teacher, Decatur Central High School

LEWIS, GEORGE M., A.B. (DePauw University, 1936); C.P.C.U., Retired, Travelers Insurance Co.

LEWIS, LINCOLN V., M.B.A. (Cornell University, 1966), Affirmative Action Officer, Indiana University-Purdue University

LINDSEY, VALERIE B., B.S. (Indiana University, 1978), Business Teacher, Franklin Township Community Schools

MALEY, EUGENE O., M.B.A. (Emory University, 1953); J.D. (Indiana University, 1963), Attorney, Smith, Maley & Douglas

MARSHALL, JAMES A., J.D. (Indiana University, 1975), Corporate Attorney, Burger Chef Systems, Inc.

MCKINZIE, M. JANE, M.S. (Indiana University, 1960)

McKOWEN, DIANE SEARS, M.S. (Indiana University, 1981), Business Teacher, Decatur Central High School

MITCHUM, JAMES P., M.B.A. (University of Tennessee, 1975); C.P.A., Accountant, Eli Lilly & Co.

OWENS, DENNIS N., J.D. (Indiana University, 1976), Associate, Smith, Maley & Douglas

PAWLOWSKI, GREGORY L., M.B.A. (Indiana University, 1975); J.D. (Indiana University, 1975), Vice-President & Trust Officer, American Fletcher National Bank

RALESCU, ANCA L., Master's (University of Bucharest, Romania, 1972)

REED, MARY SUSAN, M.B.A. (Indiana University, 1978), Market Systems Analyst, Eli Lilly & Co.



SAAD, SAMAH F., M.S. (*State University of New York at Buffalo, 1972*) Engineering Systems Analyst, Delco Electronics, Division of General Motors, Kokomo

SCIFRES, JOANN, Ed.S. (*Indiana University, 1978*)

SEIM, EMERSON L., M.A. (*Western Kentucky University, 1977*)

SHARPLESS, DANIEL R., Re.D. (*Indiana University, 1969*)

SIMANDLE, THOMAS J., M.B.A. (*Butler University, 1973*) Manager Systems Design, RCA-CED

SKELTON, RAYMOND E., B.S.B.A. (*University of Arkansas, 1970*), Vice-President and Regional Manager, Indiana National Bank

SMITH, CLAREA ANN, M.A. (*University of Detroit, 1977*)

SMITH, STEPHEN K., J.D. (*Columbia Law School, 1972*), Attorney, Barns, Hickman, Pantzer & Boyd

SNELL, JOHN C., M.B.A. (*Indiana University, 1977*), Mortgage Loan Analyst, Indianapolis Life Insurance Co.

TILLMAN, DOUGLAS L., J.D. (*Indiana University, 1977*), Attorney, Eli Lilly & Company

TODD, DAVID L., B.S. (*Indiana University, 1948*); C.L.U., Chief Auditor, Indiana Department of Insurance

VEROS, FRANK D., M.B.A. (*University of Detroit, 1971*) Planning & Distribution Manager, Ford Motor Company

WATTJES, JONI C., M.B.A. (*Indiana University, 1980*)



# Indiana University

When you become a student at Indiana University, you join an academic community internationally known for the excellence and diversity of its programs. The University attracts students from all fifty states and around the world. The full-time faculty numbers over 3,000 and includes members of many academic societies such as the American Academy of Arts and Sciences, the American Philosophical Society, and the National Academy of Sciences.

Indiana University was founded at Bloomington in 1820 and is one of the oldest and largest of the state-supported universities. It serves over 70,000 students on eight campuses. The residential campus at Bloomington and the urban center at Indianapolis form the core of the University system. Regional campuses in Gary, Fort Wayne, Kokomo, New Albany, Richmond, and South Bend join Bloomington and Indianapolis in bringing an education of high quality within reach of all of Indiana's citizens.

## The Bloomington Campus

The environment and facilities of the Bloomington campus make it a dynamic place to live and study. Over 30,000 students pursue undergraduate and graduate degrees at Bloomington.

The academic resources of the campus provide both opportunity and challenge. The University Library ranks in the top ten academic libraries in the United States and the Lilly Library is internationally known for its collection of rare books and manuscripts. The libraries support the work of faculties in areas such as the Humanities, Foreign Languages, and the Social Sciences who are renowned for their scholarship and research. Laboratories in departments such as Biology, Chemistry, and Physics are engaged in work at the frontiers of knowledge. Particularly notable is the 200 million volt variable particle cyclotron, which attracts scientists from around the world. The Schools of Business and Public and Environmental Affairs enjoy high prestige with business and government leaders. Programs of distinction are offered in the Schools of Law and Optometry, the School of Library and Information Science, and the School of Health, Physical Education, and Recreation. The School of Music is ranked first among all such schools in the nation and the School of Education ranks third. An extraordinary variety of lectures and seminars complement classroom and laboratory inquiry. The University Theatre, the Art Museum, and the large Musical Arts Center serve as major resources for the University's programs in the performing and fine arts.

Housing is provided on the Bloomington campus in residence halls, sororities, and fraternities. For married students and their families the University offers apartments and trailers. Students also rent off-campus housing in Bloomington.

The Bloomington campus provides many services for its students. The University Division gives special support and counseling to incoming freshmen, helping them to plan and carry through a sound academic program. The Student Health Center, the Career Counseling Center, job placement services, Student Legal Services, the Psychological Clinic, the Optometry Clinic, and services for the handicapped, minority students, women, and veterans are described in the student handbook, which is available from the Dean for Student Services.

Indiana University Bloomington is a member of the Big Ten Conference. Men's and women's varsity teams participate in 13 sports. A large intramural sports program provides recreation for all students. Tennis and squash courts, swimming pools, sports fields, running tracks, basketball courts, and an 18-hole golf course are available for individual use. Within a few miles of Bloomington are several thousand acres of state forest, wilderness trails, and lakes for swimming, boating, and fishing.

## The Indianapolis Campus

Indiana University-Purdue University at Indianapolis is an innovative urban campus. I.U. and Purdue programs and facilities merged at Indianapolis in 1969, and the campus continues to grow in both the range of academic offerings and the physical facilities. IUPUI also operates a branch campus at Columbus, Indiana.



The IUPUI library system consists of seven libraries serving the special interests of individual schools. In addition, the entire Indiana University system library is readily available through the interlibrary loan system.

Significant research in the medical sciences is carried out in ten specialized centers within the medical school. Research projects are conducted in numerous other fields, some in cooperation with city and state government and private industry.

Schools at IUPUI are deeply involved in service to citizens, working closely with public and private agencies, government, business, and industry in providing expertise to solve problems. Such service projects enable students to enrich their education with practical experience.

Lectures, theatre presentations, and other special events are available on campus, and the city provides many facilities for the arts, sports, and entertainment. IUPUI is a member of the National Association of Intercollegiate Athletics and the National Collegiate Athletics Association. Men's and women's varsity teams participate in six sports, and an intramural sports program offers recreation for all students.

IUPUI provides on-campus housing for a limited number of students. The Housing Office maintains a list of apartments available off campus in the Indianapolis area.

Services for students are described in the student handbook, available from the Dean for Student Services. They include special services for the handicapped, veterans, women, and foreign students; a day care center; personal counseling; career counseling and job placement; financial aid; and the Student/Employee Health Center.

## Policies of the University

**Nondiscrimination policy.** Indiana University provides its services without regard to sex, age, race, religion, ethnic origin, veteran status, or handicap. An Affirmative Action Office on each campus monitors the University's policies and assists individuals who have questions or problems related to discrimination.

**Confidentiality of Student Records.** In accordance with federal statutes and regulations, student records are confidential and available for disclosure to persons other than the student only under stated conditions.

**Student Rights and Responsibilities.** Rights and responsibilities of students are included in the Student Handbook and provide for due process hearings in the event of disciplinary action.

**Degree Requirements.** Students are responsible for understanding all requirements for graduation and for completing them by the time they expect to graduate. Information about a specific school or division can be found in the front section of the bulletin for that school.

## Fees

Credit hour fees listed here were approved at the June 1981 meeting of the Trustees of Indiana University. Credit hour and special fees are subject to change by action of the Trustees.

| <b>BLOOMINGTON CAMPUS</b>  | <b>Indiana resident</b> | <b>Nonresident</b>   |
|----------------------------|-------------------------|----------------------|
| Undergraduate <sup>1</sup> | \$38.50/credit hour     | \$104/credit hour    |
| Graduate <sup>1</sup>      | \$50/credit hour        | \$131.50/credit hour |
| Professional:              |                         |                      |
| School of Law              | \$50/credit hour        | \$131.50/credit hour |
| School of Optometry        | \$50/credit hour        | \$131.50/credit hour |
| Medical (combined degree)  | \$50/credit hour        | \$131.50/credit hour |
| Medical (flat fee)         | \$1250/semester         | \$3000/semester      |
| Thesis enrollment          | \$50/semester           | \$131.50/semester    |
| Auditing (no credit)       |                         | \$10 per hour        |

<sup>1</sup> Includes Continuing Studies credit courses.



**Special fees (in addition to basic fees)**

|   |                               |
|---|-------------------------------|
| Application for admission                     |                               |
| United States                                 | \$20                          |
| Foreign                                       | \$30                          |
| Student Activity Fee <sup>2</sup>             | \$4 or \$8.25 per semester    |
|   | \$2 or \$4 per summer session |
| Applied music (majors) <sup>3</sup>           | \$70 per semester             |
| Applied music (nonmajors) <sup>3</sup>        | \$70 per course               |
| Education early experience <sup>4</sup>       | \$17 per course               |
| Education placement service                   | \$6                           |
| Business placement service                    | \$20                          |
| Education practicum <sup>5</sup>              | \$34 per course               |
| Education student teaching <sup>6</sup>       | \$60 per course               |
| Late enrollment or re-enrollment <sup>7</sup> | \$30 to \$60                  |
| Late program change                           | \$15 to \$60                  |
| Special exam                                  | \$5 to \$15                   |
| Laboratory <sup>8</sup>                       | \$12 per course               |

<sup>2</sup> Students enrolled in 4 or more credit hours during the semester will be assessed a mandatory fee of \$8.25. Students enrolled in 3 or fewer credit hours during the semester will be assessed a mandatory fee of \$4. Students enrolled in 4 or more credit hours per summer session will be assessed a mandatory fee of \$4. Students enrolled in 3 or fewer credit hours per summer session will be assessed a mandatory fee of \$2.

<sup>3</sup> Persons desiring applied music who are not regularly working toward a degree will be charged \$250 per applied music course.

<sup>4</sup> Students enrolled in any of the following Education courses will be assessed a \$17 fee per course:

Elementary Licenses

Early Childhood: P249, E339, E335, E336, E337

Kindergarten/Primary: P249, E339, E325, E341, N343

Elementary: P251, E339, E325, E341, E343

Junior High/Middle School: P252, M312, M461

Secondary: P253, M313 or M130, M462

All Grades: P254, M313, M462, or M130 or M336

Special Education: E339, K380, E343

Special Endorsements:

Kindergarten: E336

Junior/Middle: M461

Bilingual/bicultural: L441

Ethnic/cultural: T410

Coaching: HPER P450

Special Education: K380

Family Life: HMEC, H453

Driver & Traffic Safety Ed: HPER S456

Reading: X400

<sup>5</sup> Students enrolled in EDUC M470 Practicum and/or EDUA M550 Practicum (variable title courses) will be assessed a \$34 fee per course per semester. The practicum fee of \$34 is also assessed for the following courses: G547, G647, K495X, P310, P311, P410, P411, P518, P519, P591, P592, P595, P596, P691, P692, P694, P699, R473, X425.

<sup>6</sup> Students enrolled in Education courses M423, M424, M425, M451, M480, M482, M486, and/or M363 will be assessed \$60 per course per semester.

<sup>7</sup> At Bloomington, a \$30 late fee will be in effect upon conclusion of fieldhouse registration through the end of the third week of classes. Late registrations after the third week of classes will be assessed a late fee according to the following graduated schedule:

Week in which the registration is processed: Week 4—\$40 Week 5—\$50 Week 6—\$60.

<sup>8</sup> Students, except at IUPUI, who are enrolled in the following laboratory courses will be assessed a laboratory fee of \$12 per course per semester:

Biology: L100, L105, Q201, B205, M315, Z316, B369, & Z450

Chemistry: C121, C122, C125, C126, C343, & C344

Physics: T100, P101, P201, P202, P221, & P222



|   |   |                      |
|---|---|----------------------|
| Recital fee (Music) <sup>9</sup>  | \$15 to \$45  |                      |
| Health Service fee (optional) <sup>10</sup>   | \$19 or \$38 per semester   |                      |
| HPER courses: Billiards, bowling, golf, and horsemanship  | (Payment made to Billiard Parlor, Bowling Alley, Golf Course, or Academy for use of facilities) |                      |
| Microscope fee (Medical Science courses only)   | \$30 per semester   |                      |
| Deposits (to cover loss or damage):   |   |                      |
| Band  | \$10  |                      |
| Singing Hoosiers  | \$10  |                      |
| Chemistry (for G343, C344, S343, and S344 courses only)   | \$25  |                      |
| Lockers (Ballantine, Law, Music, and Woodburn buildings)  | \$5 deposit, \$1 to \$1.50 rent deducted per semester   |                      |
| Rentals:  |   |                      |
| Locker HPER building  | \$6 per semester  |                      |
|   | \$5 for combined summer sessions  |                      |
| Locker, Business School   | \$4 per semester  |                      |
| Music instrument (for nonmusic majors)  | \$30 per semester   |                      |
| Practice room (limit to 1 hour per day)   | \$15 per semester   |                      |
|   | (above practice room rental not charged if applied music fee is paid)                           |                      |
| Independent Study (Correspondence)  |   |                      |
| Undergraduate courses   |   |                      |
| (residents and nonresidents)  | \$32.50 per credit hour   |                      |
| High school level courses   | \$29 per half unit course   |                      |
| Special Credit and Credit by Examination: Regular credit hour fees apply, except the fee is waived for University Division freshmen during the first two regular semesters following their matriculation at Indiana University, and is reduced to \$10 per credit hour for undergraduate transfer students during the first regular semester following their matriculation at Indiana University. |   |                      |
| Transcripts   | \$3   |                      |
| <b>INDIANAPOLIS CAMPUS</b>  |   |                      |
| Undergraduate   | \$34.50/credit hour   | \$85/credit hour     |
| Graduate and professional   | \$50/credit hour  | \$131.50/credit hour |
| Medical (flat fee)  | \$1250/semester   | \$3000/semester      |
| Dentistry (flat fee)  | \$900/semester  | \$2250/semester      |
| Thesis enrollment   | \$50/semester   | \$131.50/semester    |
| Auditing (no credit)  |   | \$10/credit hour     |
| <b>Special fees (in addition to basic fees)</b>   |   |                      |
| Application for admission   |   |                      |
| United States   | \$20  |                      |
| Foreign   | \$30  |                      |
| Laboratory  | \$5/contact hour  |                      |
| Nursing clinical  | \$5/credit hour   |                      |
| Late program change   | \$15  |                      |
| Activity  | \$2.50/semester   |                      |

<sup>9</sup> Recital fee in music for one-page program is \$15, for two-page program \$25. The fee for recording the recital is an additional \$20.

<sup>10</sup> Students enrolled in 7 or more credit hours per semester will be assessed \$19. Students enrolled in 6 or less credit hours per semester will be assessed \$38.



|  |      |
|--|------|
| Late enrollment or re-enrollment <sup>11</sup> |      |
| First week-third week of classes               | \$15 |
| Deferred fee service charge                    | \$5  |

## Fee Refund Schedule

| Fall and Spring Semesters  | Refund for Withdrawal |
|--|-----------------------|
| First week or through Drop/Add   | 100%                  |
| During 2nd week of classes   | 75%                   |
| During 3rd week of classes   | 50%                   |
| During 4th week of classes   | 25%                   |
| During 5th week of classes and thereafter  | Nothing               |
| <b>Summer Sessions - 6 weeks</b>   |                       |
| (Pro-rata adjustment for shorter or longer sessions to be determined by the Treasurer) |                       |
| First week or through Drop/Add   | 100%                  |
| During 2nd week of classes   | 50%                   |
| During 3rd week of classes and thereafter  | Nothing               |

### PROCEDURE

Students must apply to the Office of the Registrar and the Office of the Bursar when they withdraw from classes.

## Residency Status

Prospective students from out of state should be aware that the criteria for establishing in-state residency and thus qualifying for in-state fee rates are very strict. Except under specific circumstances, persons who have moved to Indiana for the primary purpose of attending a college, university, or other institution of higher education will not be able to qualify for in-state fees during their academic career. Rules for determining residency are listed at the end of this section.

## Fee Reductions and Financial Aid

**Scholarships and Financial Aid.** Students can find information about loans and part-time employment through the Office of Scholarships and Financial Aids and through their school or department.

**Employment.** The Office of Financial Aids on each campus lists openings for part-time jobs in various offices and organizations of the University.

**Fee Courtesy.** Fees for a full-time (100% F.T.E.) appointed employee of Indiana University enrolled in 1 to 6 credit hours per semester or summer session are assessed at one half the

<sup>11</sup> At Indianapolis, a \$15 late fee will be in effect upon conclusion of registration through the end of the third week of classes. Late registration after the third week of classes will be assessed according to the following graduated schedule:  
Week in which the registration is processed: Week 4—\$25 Week 5—\$35 Week 6—\$45.  
No registrations will be accepted after the sixth week of classes without the approval of the Dean of Faculties.



resident credit hour rate at the campus where the employee enrolls. Fees for credit hours beyond 6 in a semester or summer session are at the full resident rate.

The spouse of a full-time (100% F.T.E.) appointed employee of Indiana University is entitled to a fee credit of one half the resident undergraduate fee rate for each credit hour up to a maximum of 3 credit hours per semester or summer session. This fee credit will be deducted from the full fees of the student assessed at the appropriate resident or nonresident rate.

**Veteran benefits.** Students who are eligible for veteran benefits may enroll according to the following scales:

| <b>Benefits</b>      | <b>Fall &amp; Spring</b> | <b>IUPUI</b>    |                  | <b>Bloomington</b> |
|----------------------|--------------------------|-----------------|------------------|--------------------|
| <b>Undergraduate</b> | <b>Semesters</b>         | <b>Summer I</b> | <b>Summer II</b> | <b>Summer II</b>   |
| full                 | 12 or more               | 4               | 4                | 6                  |
| $\frac{3}{4}$        | 9-11                     | 3               | 3                | 4-5                |
| $\frac{1}{2}$        | 6-8                      | 2               | 2                | 3                  |
| tuition only         | fewer than 6             | 1               | 1                | 1-2                |
| <b>Graduate</b>      |                          |                 |                  |                    |
| <b>Benefits</b>      |                          |                 |                  |                    |
| full                 | 9 or more                | 4               | 4                | 5                  |
| $\frac{3}{4}$        | 7-8                      | 3               | 3                | 4                  |
| $\frac{1}{2}$        | 5-6                      | 2               | 3                | 3                  |
| tuition only         | fewer than 5             | 1               | 1                | 1-2                |

It is the responsibility of the veteran or veteran dependent to sign up for benefits each semester or summer session of enrollment. It is also the responsibility of the veteran or veteran dependent to notify the Veterans Affairs Office of any schedule change which may increase or decrease the number of benefits allowed.

Veterans with service connected disabilities may qualify for the V.A. Vocational Rehabilitation Program. They should contact their regional V.A. office for eligibility information.

## Transfer to Other Indiana University Campuses

Each year many Indiana University students transfer from one campus of the university to another to continue their studies toward a degree. These transfers are often necessitated by financial difficulties, illness, or other personal problems, but just as often they are a matter of personal preference. Few of the other multi-campus universities are organized to facilitate this volume of student migration. Indiana University credits transferred from one campus of Indiana University to another will be evaluated and accepted in terms at least as favorable as credits transferred from other accredited institutions in the United States. No review of the credits will be undertaken except in good faith terms of the same criteria used in evaluating external credits. In fact, students transferring within the Indiana University system are treated much more favorably because of the similarity of coursework on the eight campuses.

Students who wish to transfer to another campus should follow these procedures:

1. Inform your academic adviser of your decision as soon as possible. Degree requirements may vary from one campus to another but if your adviser knows of your plan, your academic program can be designed to meet the requirements of the campus you will eventually attend.
2. Contact the department chairperson (or the designated adviser) at the campus you plan to attend. Discuss your plan and ask about any special procedures. For example, transfers in fine arts must submit portfolios of their work. Music transfer students must be auditioned.
3. As the date of transfer approaches, check with your campus Registrar to get information on Registration dates and procedures on the other campus. If there is a preregistration or pre-enrollment procedure at the other campus, you should plan to take advantage of it. Contact the Registrar of the other campus to determine whether you can fulfill any of these responsibilities by phone. Your Registrar has a direct telephone line to all other Registrars.



4. When you arrive on the new campus, contact your assigned academic adviser or department chairperson as soon as possible. Discuss your academic progress to date and the additional coursework required for your program.

## Rules Determining Resident and Nonresident Student Status for Indiana University Fee Purposes

These Rules establish the policy under which students shall be classified as residents or nonresidents upon all campuses of Indiana University for University fee purposes. Nonresident students shall pay a nonresident fee in addition to fees paid by a resident student.

These Rules shall take effect February 1, 1974; provided, that no person properly classified as a resident student before February 1, 1974, shall be adversely affected by these Rules, if he or she attended the University before that date and while he or she remains continuously enrolled in the University.

1. "Residence" as the term, or any of its variations (e.g., "resided"), as used in the context of these Rules, means the place where an individual has his or her permanent home, at which he or she remains when not called elsewhere for labor, studies, or other special or temporary purposes, and to which he or she returns in seasons of repose. It is the place a person has voluntarily fixed as a permanent habitation for himself or herself with an intent to remain in such place for an indefinite period. A person at any one time has but one residence, and a residence cannot be lost until another is gained.
  - (a) A person entering the state from another state or country does not at that time acquire residence for the purpose of these Rules, but except as provided in Rule 2(c), such person must be a resident for twelve (12) months in order to qualify as a resident student for fee purposes.
  - (b) Physical presence in Indiana for the predominant purpose of attending a college, university, or other institution of higher education, shall not be counted in determining the twelve (12) month period of residence; nor shall absence from Indiana for such purpose deprive a person of resident student status.
2. A person shall be classified as a "resident student" if he or she has continuously resided in Indiana for at least twelve (12) consecutive months immediately preceding the first scheduled day of classes of the semester or other session in which the individual registers in the University, subject to the exception in (c) below.
  - (a) The residence of an unemancipated person under 21 years of age follows that of the parents or of a legal guardian who has actual custody of such person or administers the property of such person. In the case of divorce or separation, if either parent meets the residence requirements, such person will be considered a resident.
  - (b) If such person comes from another state or country for the predominant purpose of attending the University, he or she shall not be admitted to resident student status upon the basis of the residence of a guardian in fact, except upon appeal to the Standing Committee on Residence in each case.
  - (c) Such person may be classified as a resident student without meeting the twelve (12) month residence requirement within Indiana if his or her presence in Indiana results from the establishment by his or her parents of their residence within the state and if he or she proves that the move was predominantly for reasons other than to enable such person to become entitled to the status of "resident student."
  - (d) When it shall appear that the parents of a person properly classified as a "resident student" under subparagraph (c) above have removed their residence from Indiana, such person shall then be reclassified to the status of nonresident; provided, that no such reclassification shall be effective until the beginning of a semester next following such removal.
  - (e) A person once properly classified as a resident student shall be deemed to remain a resident student so long as remaining continuously enrolled in the University until such person's degree shall have been earned, subject to the provisions of subparagraph (d) above.
3. The foreign citizenship of a person shall not be a factor in determining resident student status if such person has legal capacity to remain permanently in the United States.



4. A person classified as a nonresident student may show that he or she is exempt from paying the nonresident fee by clear and convincing evidence that he or she has been a resident (see Rule 1 above) of Indiana for the twelve (12) months prior to the first scheduled day of classes of the semester in which his or her fee status is to be changed. Such a student will be allowed to present his or her evidence only after the expiration of twelve (12) months from the Residence Qualifying Date, i.e., the date upon which the student commenced the twelve (12) month period for residence. The following factors will be considered relevant in evaluating a requested change in a student's nonresident status and in evaluating whether his or her physical presence in Indiana is for the predominant purpose of attending a college, university, or other institution of higher education. The existence of one or more of these factors will not require a finding of resident student status, nor shall the nonexistence of one or more require a finding of nonresident student status. All factors will be considered in combination, and ordinarily resident student status will not result from the doing of acts which are required or routinely done by sojourners in the state or which are merely auxiliary to the fulfillment of educational purposes.
  - (a) The residence of a student's parents or guardians.
  - (b) The situs of the source of the student's income.
  - (c) To whom a student pays his or her taxes, including property taxes.
  - (d) The state in which a student's automobile is registered.
  - (e) The state issuing the student's driver's license.
  - (f) Where the student is registered to vote.
  - (g) The marriage of the student to a resident of Indiana.
  - (h) Ownership of property in Indiana and outside of Indiana.
  - (i) The residence claimed by the student on loan applications, federal income tax returns, and other documents.
  - (j) The place of the student's summer employment, attendance at summer school, or vacation.
  - (k) The student's future plans including committed place of future employment or future studies.
  - (l) Admission to a licensed profession in Indiana.
  - (m) Membership in civic, community, and other organizations in Indiana or elsewhere.
  - (n) All present and intended future connections or contacts outside of Indiana.
  - (o) The facts and documents pertaining to the person's past and existing status as a student.
  - (p) Parents' tax returns and other information, particularly when emancipation is claimed.
5. The fact that a person pays taxes and votes in the state does not in itself establish residence, but will be considered as hereinbefore set forth.
6. The Registrar or the person fulfilling those duties on each campus shall classify each student as resident or nonresident and may require proof of all relevant facts. The burden of proof is upon the student making a claim to a resident student status.
7. A Standing Committee on Residence shall be appointed by the President of the University and shall include two (2) students from among such as may be nominated by the student body presidents of one or more of the campuses of the University. If fewer than four are nominated, the President may appoint from among students not nominated.
8. A student who is not satisfied by the determination of the Registrar has the right to lodge a written appeal with the Standing Committee on Residence within 30 days of receipt of written notice of the Registrar's determination which Committee shall review the appeal in a fair manner and shall afford to the student a personal hearing upon written request. A student may be represented by counsel at such hearing. The Committee shall report its determination to the student in writing. If no appeal is taken within the time provided herein, the decision of the Registrar shall be final and binding.
9. The Standing Committee on Residence is authorized to classify a student as a resident student, though not meeting the specific requirements herein set forth, if such student's situation presents unusual circumstances and the individual classification is within the general scope of these Rules. The decision of the Committee shall be final and shall be deemed equivalent to a decision of the Trustees of Indiana University.



10. A student or prospective student who shall knowingly provide false information or shall refuse to provide or shall conceal information for the purpose of improperly achieving resident student status shall be subject to the full range of penalties, including expulsion, provided for by the University, as well as to such other punishment which may be provided for by law.
11. A student who does not pay additional monies which may be due because of his or her classification as a nonresident student within 30 days after demand, shall thereupon be indefinitely suspended.
12. A student or prospective student who fails to request resident student status within a particular semester or session and to pursue a timely appeal (see Rule 8) to the Standing Committee on Residence shall be deemed to have waived any alleged overpayment of fees for that semester or session.
13. If any provision of these Rules or the application thereof to any person or circumstance is held invalid, the invalidity does not affect other provisions or applications of these Rules which can be given effect without the invalid provision or application, and to this end the provisions of these Rules are severable.









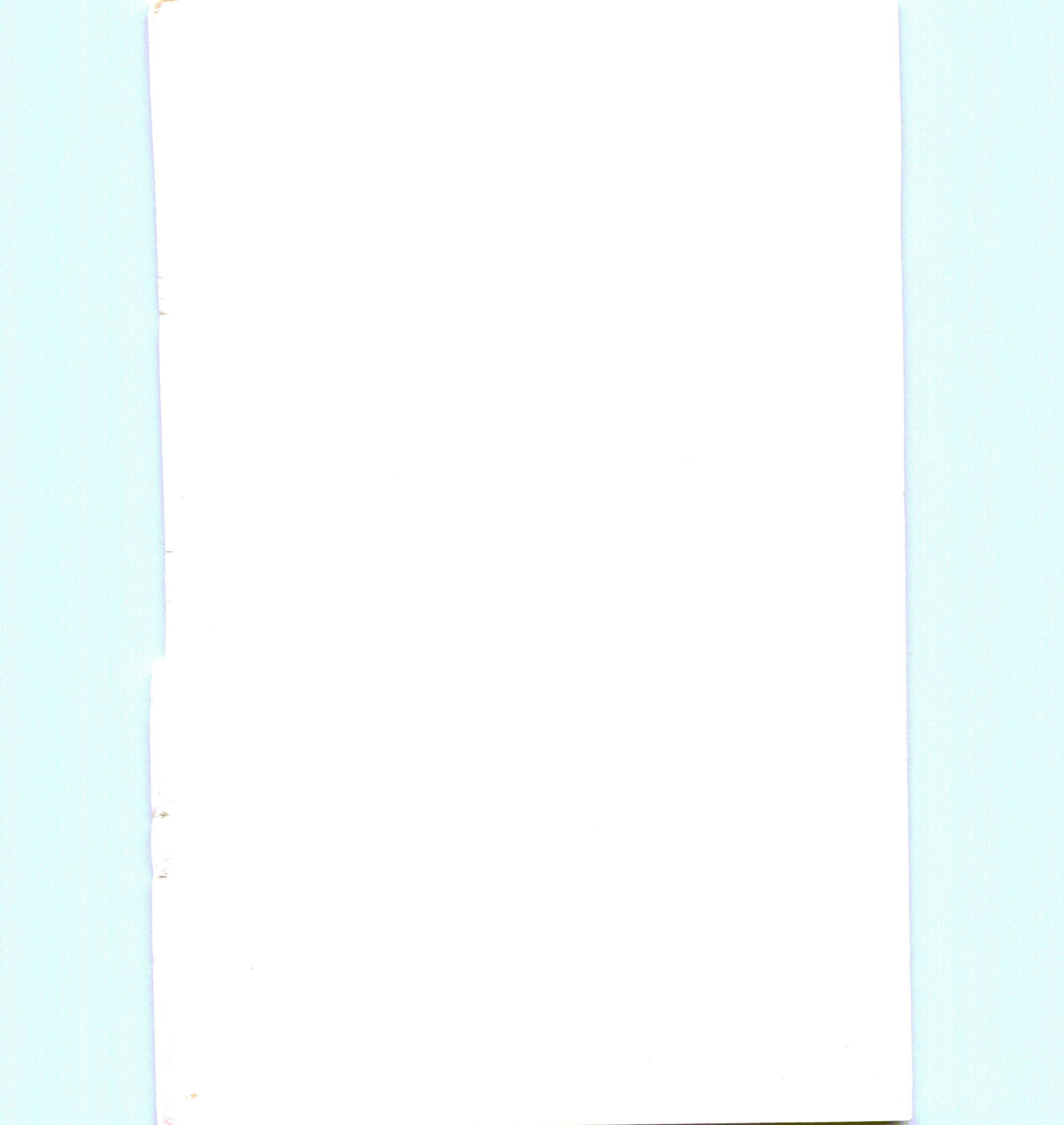














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