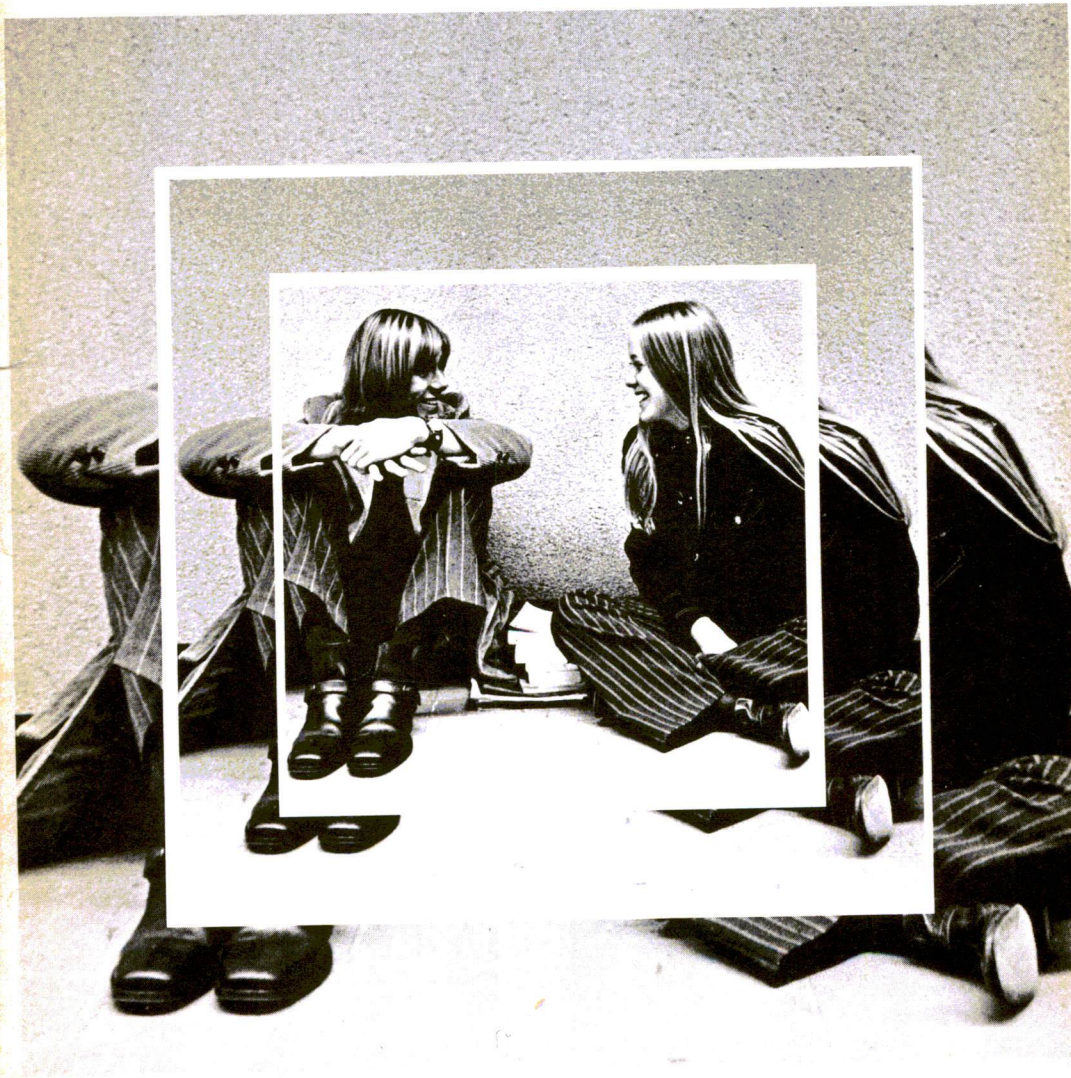


**School of Business
Undergraduate Program**

O'Riley 1974/75

Indiana University Bulletin



INDIANA UNIVERSITY

Academic Programs in

★College of Arts and Sciences

★Division of Optometry

★School of Business*

Division of Continuing Education†

★School of Dentistry

★School of Education*

Division of General and Technical Studies

★Graduate School

★School of Health, Physical Education, and Recreation

★Herron School of Art

Indianapolis Law School

★School of Law

★Graduate Library School

★School of Medicine

★Division of Allied Health Sciences

Division of Postgraduate and Continuing Education

★School of Music

★School of Nursing

★School of Physical Education

School of Public and Environmental Affairs§

Regional Campus Administration‡

★School of Social Service

★Summer Sessions

★University Division

Bulletins for most of the above divisions of the University (marked ★) may be obtained from the Office of Records and Admissions, Student Services Building, Indiana University, Bloomington, Indiana 47401. Other divisions for which *Bulletins* are available should be contacted directly: Indianapolis Law School, 735 West New York Street, Indianapolis, Indiana 46202; Division of General and Technical Studies, 317 East Second Street, Bloomington, Indiana 47401.

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

† Brochures on the Independent Study Division, Bureau of Public Discussion, Labor Education and Research Center, and Real Estate Continuing Education Programs are available from this Division (Owen Hall).

‡ Write to Regional Campus Administration, 107 North Pennsylvania, Suite 806, Indianapolis, Indiana 46204, for a *Bulletin*, specifying the particular regional campus.

§ Write to the School of Public and Environmental Affairs for further information.

SCHOOL OF BUSINESS
UNDERGRADUATE PROGRAM
BLOOMINGTON

INDIANA UNIVERSITY BULLETIN 1974-75

ADMINISTRATIVE OFFICERS

Indiana University

JOHN W. RYAN, Ph.D., President of the University
HERMAN B. WELLS, M.A., LL.D., Chancellor of the University
J. GUS LIEBENOW, Ph.D., Vice-President, and Dean for Academic Affairs
LYNNE L. MERRITT, Jr., Ph.D., Vice-President, and Dean for Research and Advanced Studies
W. GEORGE PINNELL, D.B.A., Vice-President, and Treasurer
PAUL E. KLINGE, B.A., Assistant to the President
M. D. SCHERER, University Registrar

Bloomington Campus

BYRUM E. CARTER, Ph.D., Chancellor
HERMAN C. HUDSON, Ph.D., Vice-Chancellor for Afro-American Affairs
HENRY H. H. REMAK, Ph.D., Vice-Chancellor, and Dean of the Faculties
WARD B. SCHAAF, Ph.D., Acting Vice-Chancellor for Administration and Budgetary Planning
HARRISON SHULL, Ph.D., Vice-Chancellor for Research and Development
THEODORE R. JONES, B.A., Business Manager
THOMAS C. SCHRECK, Ed.D., Dean of Students
EVA KAGAN-KANS, Ph.D., Dean for Women's Affairs
ROGER C. BUCK, B.Phil., Associate Dean of the Faculties
RICHARD L. TURNER, Ph.D., Associate Dean for Research and Development
GEORGE M. WILSON, Ph.D., Associate Dean for International Programs
WARREN W. SHIREY, M.S., Registrar, and Director of Records and Admissions

School of Business

SCHUYLER F. OTTESON, Ph.D., Dean
HARVEY C. BUNKE, Ph.D., Associate Dean
JOHN H. PORTER, D.B.A., Assistant Dean for Student Affairs
JOSEPH M. WALDMAN, D.B.A., Assistant Dean for Administration
R. STANSBURY STOCKTON, Ph.D., Chairman of the Doctor of Business Administration Program
JACK R. WENTWORTH, D.B.A., Chairman of the Master of Business Administration Program
WILLIAM G. PANSCHAR, Ph.D., Chairman of the Undergraduate Program

INDIANA UNIVERSITY BULLETIN

(OFFICIAL SERIES)

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

Vol. LXXI, No. 7 Bloomington, Indiana March 15, 1973

Calendars, Bloomington Campus

The calendar as printed is subject to change. Check the *Schedule of Classes* for official calendar.

1973-74 First Semester 1974-75

New student orientation and counseling (for University Division, transfer, and graduate students)	Aug. 21, T, 9 a.m.	Aug. 20, T, 9 a.m.
Registration and counseling	Aug. 22, 23, 24, 25; W, Th, F, S	Aug. 21, 22, 23, 24; W, Th, F, S
Classes begin	Aug. 27, M, 7:30 a.m.	Aug. 26, M, 7:30 a.m.
Labor Day	Sept. 3, M, classes meet	Sept. 2, M, classes meet
Midterm reports due	Oct. 19, F, 5 p.m.	Oct. 18, F, 5 p.m.
Thanksgiving recess begins (after last class)	Nov. 20, T	Nov. 26, T
Classes resume	Nov. 26, M, 7:30 a.m.	Dec. 2, M, 7:30 a.m.
Classes end	Dec. 15, S	Dec. 14, S
Departmental exams begin	Dec. 17, M, 7:45 a.m.	Dec. 16, M, 7:45 a.m.
Departmental exams end	Dec. 19, W, 5:15 p.m.	Dec. 18, W, 5:15 p.m.

Second Semester

New student orientation and counseling (for University Division, transfer, and graduate students)	Jan. 8, T, 9 a.m.	Jan. 7, T, 9 a.m.
Registration and counseling	Jan. 9, 10, 11, 12; W, Th, F, S	Jan. 8, 9, 10, 11; W, Th, F, S
Classes begin	Jan. 14, M, 7:30 a.m.	Jan. 13, M, 7:30 a.m.
Midterm reports due	March 8, F, 5 p.m.	March 7, F, 5 p.m.
Spring recess begins (after last class)	March 9, S	March 8, S
Classes resume	March 18, M, 7:30 a.m.	March 17, M, 7:30 a.m.
Founders Day*	April 17, W	April 16, W
Classes end	May 4, S	May 3, S
Departmental exams begin	May 6, M, 7:45 a.m.	May 5, M, 7:45 a.m.
Departmental exams end	May 8, W, 5:15 p.m.	May 7, W, 5:15 p.m.
Commencement	May 12, Sun	May 11, Sun

Summer Sessions, 1974

First Summer Session (6 weeks)

May 13-June 20	May 13, M
Counseling	May 13, M
Registration	May 14, T
Classes begin	May 14, T
Classes end	June 20, Th

Intensive Session I

May 13-30	May 13, M
Counseling	May 13, M
Registration	May 14, T
Classes begin	May 14, T
Classes end	May 30, Th

Intensive Session II†

June 7-22	June 7, F
Counseling	June 7, F
Registration	June 8, S
Classes begin	June 8, S
Classes end	June 22, S

Second Summer Session (8 weeks)

June 21-August 16	June 21, 22; F, S
Counseling	June 21, 22; F, S
Registration	June 24, M
Classes begin	June 24, M
Independence Day recess	July 4, Th
Classes end	Aug. 16, F

Intensive Session III

June 24-July 11	June 24, M
Classes begin	June 24, M
Independence Day recess	July 4, Th
Classes end	July 11, Th

Intensive Session IV‡

July 15-30	July 15, M
Classes begin	July 15, M
Classes end	July 30, T

Intensive Session V

July 31-August 16	July 31, W
Classes begin	July 31, W
Classes end	Aug. 16, F

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

† Three Saturday class meetings necessary in this session.

‡ One Saturday class meeting necessary in this session.

Table of Contents

INDIANA UNIVERSITY	Page 5
SCHOOL OF BUSINESS	13
Development of the School of Business	13
Purpose of the School	13
Instructional Programs	14
Degree Programs	14
Two-Year Certificate Program	15
Other Instructional Activities	15
Related Services and Facilities	16
Research and Publications	17
Organization of the School	18
Departmental and Curricular Structure	18
Student Organizations	18
Prizes, Awards, and Scholarships	20
UNDERGRADUATE PROGRAM	21
Requirements for Admission	21
Policies Governing the Undergraduate Program	22
Degree Requirements	22
Hours Requirement	22
Grade Code	22
Grade-Point-Average Requirements	22
Class Standing	23
Semester Load	23
Addition of Courses	23
Withdrawals	23
Incompletes	23
Pass-Fail Option	23
Senior Residence Requirement	23
IUPUI and Regional Campus Administration	24
Correspondence Study	24
Extension, Correspondence, Junior College, or Evening-Division Credits	24
General Scholarship Rule	24
Academic Standing	24
Probation	24
Dismissal	24
Absences	24
English Composition	25
Placement	25
Physical Education and ROTC Courses	25
Special-Credit Examinations	25
Concentration Declaration	25
Credit Deadline	25
Requirements for a Second Bachelor's Degree	25
Undergraduate Curricula	26
General Education Core Requirements	26
Basic Business Administration Core Courses	27
Typical School of Business Program	27
Curricular Concentrations	27
Accounting	28
Administrative and Behavioral Studies	28
Management and Administration	28
Personnel and Industrial Relations	29
Business Economics and Public Policy	30
Business Education and Office Management	30
Office Management	31
Business Education	31
Finance	32
Marketing	32
Merchandising Management	33
Marketing/Advertising	33
Insurance	34
Insurance and Actuarial Science	34

	Page
Production Management	34
Quantitative Methods	35
Real Estate Administration	35
Transportation and Public Utilities	36
Noncurricular Areas	37
Business Law	37
International Business Administration	37
Combined Curriculum	37
Business-Journalism	38
Honors Program	41
Business Administration Minor	41
Two-Year Certificate Programs	42
Accounting	42
Management and Administration	42
Office Management	42
Reserve Officers' Training Corps (ROTC)	42
Department of Military Science (Army)	42
Department of Aerospace Studies (Air Force)	43
THE GRADUATE SCHOOL OF BUSINESS	46
Master of Business Administration (M.B.A.)	46
Nature of the Program	46
Admission	46
Academic Programs	46
Administration	46
Residence and Time Requirements	46
M.B.A. Degree Requirements	47
Further Information	47
Doctor of Business Administration (D.B.A.)	47
Administration	47
Admission	47
D.B.A. Program Requirements	47
Further Information	47
Other Doctoral Programs	48
UNDERGRADUATE COURSES, 1974-75	49
School of Business	49
Accounting	49
Business Education and Office Management	50
International Business Administration	51
Finance	51
Business Economics and Public Policy	52
Administrative and Behavioral Studies	52
Quantitative Methods	53
Business Law	54
Marketing	54
Insurance	55
Production Management and Industrial Engineering	56
Real Estate Administration	56
Transportation and Public Utilities	56
General and Honors Courses	57
Department of Economics (College of Arts and Sciences)	58
FACULTY OF THE SCHOOL OF BUSINESS, BLOOMINGTON, 1973-74	61
FACULTY OF THE DEPARTMENT OF ECONOMICS (College of Arts and Sciences and Graduate School, Bloomington)	66
FACULTY AT OTHER INDIANA UNIVERSITY CAMPUSES	68

Indiana University

Founded in 1820, only four years after Indiana achieved statehood, Indiana University is one of the oldest state universities west of the Alleghenies. It has consistently met its original commitment of providing a statewide system of public higher education. Among the first American universities to admit women on an equal standing with men, I.U. also provides its services without regard to race, creed, or color.

Indiana University is ranked eighth largest in the nation with an enrollment totaling 68,500 on its eight state campuses and including students from all fifty states and many foreign countries. With a faculty exceeding 3,000, its more than 100 departments offer 5,000 courses of instruction.

The major divisions of Indiana University are the Bloomington campus (the largest and oldest), Indiana University - Purdue University at Indianapolis (IUPUI), and six other strategically located campuses at population centers over the state.

The Bloomington Campus

College of Arts and Sciences (includes the Division of Optometry)

School of Business

School of Education

School of Health, Physical Education, and Recreation

School of Law

School of Music

School of Public and Environmental Affairs

Graduate School

Graduate Library School

University (Freshman) Division

Division of Continuing Education

Indiana University - Purdue University at Indianapolis

School of Liberal Arts

School of Engineering and Technology

School of Sciences

Indianapolis Law School

Herron School of Art

School of Physical Education (formerly Normal College of the American Gymnastic Union)

School of Social Service

Division of Business

Division of Education

University Division

School of Medicine (includes the Division of Allied Health Sciences)

School of Dentistry

School of Nursing

Division of University Hospitals

The Regional Campuses

Indiana University East (Richmond)

Indiana University at Fort Wayne

Indiana University at Kokomo

Indiana University Northwest (Gary)

Indiana University at South Bend

Indiana University Southeast (New Albany-Jeffersonville)

These campuses grant degrees in the arts and sciences, education, business, and medical technology. Through the Division of General and Technical Studies, associate certificates are awarded in a number of paraprofessional areas.

Additional University facilities include Bradford Woods, the biological station at Crooked Lake, the Geologic Field Station in Montana, the Lake Monroe biology site, the Goethe Link Observatory and Morgan-Monroe Observatory of Goethe Link, the Angel Mounds historical site near Evansville, and Camp Brosius at Elkhart Lake, Wisconsin.

The Indiana University library system contains more than 4,500,000 items. Comprising this system are the University Library; the Lilly Library, with its valuable collections of rare books and manuscripts; libraries at each of the regional campuses; school and departmental libraries; and collections at housing units in the Halls of Residence.

ADMISSION TO THE UNIVERSITY

Freshmen are expected to have graduated from high school and to have completed four units (years) of English and nine or more units in some combination of foreign language, mathematics, science, and social studies. Students for Arts and Sciences, Nursing, and Allied Health Sciences should have two or more units each of one foreign language, mathematics, and science. Students for Business and for Arts and Sciences curricula involving mathematics should have two years of algebra plus trigonometry.

In-state freshmen are expected to rank in the top half of their class and to have made scores above average for high school seniors on the College Board Scholastic Aptitude Test (SAT) or the American College Test (ACT). The Admissions Committee is authorized to make exceptions and consider unusual skills and qualifications. Adult applicants receive particular consideration.

Out-of-state freshmen are expected to rank in the top third of their class and to have test scores in the top third of high school seniors on the SAT or ACT.

Transfer applicants who are residents of Indiana are expected to have cumulative grade indexes of C or higher.

Out-of-state transfer applicants are expected to have a C+ average or higher.

Applications may be filed after completion of the junior year in high school. Transfer applicants may apply during the school year preceding proposed entry. Closing dates for applications are December 1 for second semester, April 15 for summer sessions, and July 1 for first semester. An application fee of \$15 is required of each applicant. All questions concerning admission should be directed to the Office of Admissions, Student Services Building, Bloomington, Indiana 47401.

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

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

FEES

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

Fees are paid at the time of registration each semester and are subject to change

Fee Courtesy. For full-time appointed employees, this courtesy shall provide a waiver of a portion of the basic fees for all courses in which the employee shall be permitted to enroll. For spouses of full-time employees, this courtesy shall provide a waiver of by action of the Trustees.

a portion of the basic fees for as many as 3 credit hours in which the spouse shall be enrolled in each regular semester and summer session. The reduction in amount of fees to be paid under this courtesy, in all divisions of the University, shall not exceed one half of the basic, in-state fees for an undergraduate student in the College of Arts and Sciences enrolled in the number of credit hours for which the employee or spouse is eligible to receive fee courtesy.

Basic Costs. Expenses for an undergraduate Indiana resident attending Indiana University at Bloomington for an academic year, including in-state semester fees, housing (room and board), and books and supplies, total approximately \$1,950. Expenditures for clothing, travel, entertainment, and personal items are not included in this estimate.

Veteran Benefits. Students who are eligible for veteran benefits may enroll under the following scale of benefits:

Undergraduates	Benefits	Graduates
12 hours or more	full benefits	12 hours or more
9 through 11 hours	$\frac{3}{4}$ benefits	9 through 11 hours
6 through 8 hours	$\frac{1}{2}$ benefits	6 through 8 hours
fewer than 6 hours	tuition only	fewer than 6 hours

For further information, consult the Veteran Affairs Office.

Fee Schedule, 1974-75

Bloomington Campus

FEES SUBJECT TO CHANGE BY ACTION OF THE TRUSTEES OF INDIANA UNIVERSITY

FIRST AND SECOND SEMESTERS

	Indiana Resident	Nonresident
Undergraduate* (12-17 hours†)	\$341/sem.	\$780/sem.
Undergraduate* (1-11 hours)	\$29/cr. hr.	\$65/cr. hr.
Graduate School, School of Law, and Division of Optometry	\$29/cr. hr.	\$65/cr. hr.
Auditing (lecture courses only)‡		
Full-time students§		no charge
Part-time students		\$10/cr. hr.
Special fees (in addition to basic fees)		
Applied music 	\$35/sem.	
Student teaching	\$50	
Late enrollment or re-enrollment	\$25	
Special exam	\$5 to \$10	
Bowling, golf, horsemanship	(payment made to bowling alley, golf course, or academy for use of facilities)	
Transcripts (after first)	\$1	
Deposits (to cover loss or breakage)		
ROTC	\$10	
Band	\$5	
Singing Hoosiers	\$5	

* Includes Evening Division and Special Students.

† An additional charge is made at the appropriate credit-hour rate for each credit hour taken in excess of 17.

‡ Noncredit participants in courses which cannot be audited pay regular fees.

§ Full-time students: undergraduate, 12 or more hours; graduate, 9 or more hours.

|| Persons desiring applied music who are not regularly working toward a degree will be charged \$150 per applied music course. Nonmusic majors will be charged \$35 for each applied music course.

Rentals	
Music instruments	\$5 to \$25 a semester for each hour of daily use
Practice room	\$3 a semester for each hour of daily use
(above practice room rental not charged if applied music fee is paid)	
Lockers	
Woodburn Hall, Law Building, Ballantine Hall, Music Building, and Business Building	\$5 deposit, \$1 to \$1.50 rent deducted a semester
HPER Building (for students not enrolled in HPER courses for credit)	\$3/sem.
Special Health Service Fee (optional)*	\$20/sem.
Independent Study (Correspondence)	
College-credit courses (residents and nonresidents)	\$20/cr. hr.
High school courses (residents and nonresidents)	\$22/course

Fee Refund Schedule, 1974-75

Bloomington Campus

FIRST AND SECOND SEMESTERS

	Refund for Full Withdrawal	Refund for Partial Withdrawal
First week, or until Drop and Add Day	100%	100%
Second and third weeks	50%	none
	or all except \$50, whichever is larger	
Thereafter	none	none

Summer Sessions Fee Schedule, 1974

Bloomington Campus

RATE PER CREDIT HOUR	Indiana Resident	Nonresident
Undergraduate†	\$29	\$65
Graduate School, School of Law, and Division of Optometry	\$29	\$65
Slavic Workshop	\$29	\$29
Geologic Field Study	\$29	\$29
Special Fees (in addition to basic fees)		
Applied music	\$17.50	
Student teaching	\$50	
Special examination	\$ 5	
Bowling, golf, horsemanship	(payment made to bowling alley, golf course, or academy for use of facilities)	
Transcripts (after first)	\$ 1	

* Graduate students enrolled in 5 credit hours or less and undergraduate students enrolled in 7 credit hours or less who wish to receive the services of the Health Center must pay this service charge no later than Drop and Add Day. An emergency department-use fee of \$6 will be charged for each visit to the Health Center during those hours the clinic is closed.

† Includes Evening Division and Special Students.

Summer Sessions Fee Refund Schedule, 1974

Bloomington Campus

For Intensive Sessions (courses 13 class days in duration)

Withdrawal before second class	100%
Withdrawal before third class	50%
Thereafter	none

For Those Courses Which Are Six or Eight Weeks in Duration

	Refund for Full Withdrawal	Refund for Partial Withdrawal
First week, or until Drop and Add Day	100%	100%
Second week	50%	none
	or all except \$50, whichever is larger	
Thereafter	none	none

RULE DETERMINING RESIDENT AND NONRESIDENT STUDENT STATUS

The Rule establishes the policy under which students shall be classified as residents or nonresidents upon all campuses of Indiana University. A nonresident student shall pay a nonresident fee in addition to fees paid by a resident student.

This Rule took effect July 1, 1972; provided, that no person properly classified as a resident student before July 1, 1972, shall be adversely affected by this Rule, if he/she attended the University before that date and while he/she remains continuously enrolled in the University.

"Residence" as the term, or any of its variations, is used in the context of this Rule means the establishment of a permanent dwelling place within the state and the continued occupancy of such dwelling. A person entering the state from another state or country for the predominant purpose of attending an institution of higher education does not acquire residence for the purpose of this Rule. The fact that a person pays taxes and votes in the state does not result in the acquisition of residence as the term is used in this Rule.

1. A person shall be classified as a "resident student" if he/she has continuously resided in Indiana for at least twelve (12) months immediately preceding the first scheduled day of classes of the semester or other session in which the individual enrolls in the University; subject to the exception stated in paragraph 2.
 - a. The residence of a minor follows that of the parents or of a legal guardian who has actual custody of the minor or administers the property of the minor. In the case of divorce or separation, if either parent meets the residence requirements, the minor child will be considered a resident.
 - b. A minor who comes from another state or country for the predominant purpose of attending the University shall not be admitted to resident student status upon the basis of the residence of a guardian, except upon appeal to the Trustees in each case.
 - c. A person who otherwise would be deemed a nonresident shall not gain resident student status by reason of marriage; nor shall resident student status be lost by reason of marriage.
2. A minor child shall be classified as a resident student without meeting the twelve (12) month requirement of physical presence within Indiana if such presence in Indiana results from the establishment by the parents of their permanent residence within the state and if it is proved that the move was predominantly for reasons other than to enable such minor to become entitled to the status of "resident student."
3. When it shall appear that the family of a person properly classified as a "resident student" under paragraph 2 has removed its permanent home 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 the semester next following such removal.
4. Physical presence in Indiana for the predominant purpose of attending a college, university, or other institution of education, except high school or its equivalent, 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 status.
 5. Nationality of a person shall not be a factor in determining resident student status if such person has the legal capacity to remain permanently in the United States.
 6. 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 the degree shall have been earned, subject to the provisions of paragraph 3; conversely, a person once properly classified as a nonresident student shall remain a nonresident student until such time as he/she shall receive the degree for which he/she is enrolled.
 7. The Registrar or the person fulfilling those duties on each campus shall classify each student as resident or nonresident, and may require and question proof of relevant facts. The burden of proof is upon the student making a claim to resident student status.
 8. A Standing Committee on Residence shall be appointed by the President of the University.
 9. A student who is not satisfied by the determination of the Registrar may lodge a written appeal with the Standing Committee on Residence, which Committee shall review the appeal in a fair manner and shall, if time and circumstances permit or require, afford to the student a personal hearing. The Committee shall report its determination to the Registrar who shall forward it to the student.
 10. 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 this Rule, or is consistent with a decision of the Trustees; provided, that each such instance shall be promptly reported to the Trustees for approval.
 11. A student, within thirty days after notice of an adverse decision by the Committee on Residence, may file an appeal to the Board of Trustees with its Secretary.
 12. A student or prospective student who shall knowingly provide false information or shall refuse or conceal information for the purpose of 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.
 13. A student who does not pay additional monies which may be due because of classification as a nonresident student, within thirty (30) days after demand, shall thereupon be indefinitely suspended.
 14. A student or prospective student who fails to request resident student status within a particular semester or session shall be deemed to have waived any alleged overpayment of fees for that semester or session.

HOUSING

The Halls of Residence system at Indiana University, recognized as outstanding among universities throughout the country, includes housing units for graduate, married, and single students. Rates range from \$966 to \$1,561 an academic year for single housing and from \$67 to \$185 a month for married housing apartments or trailers. When requesting housing in the University Halls of Residence, the student must enclose a \$25 deposit with the application. The Halls of Residence Office is located at 801 North Jordan, Indiana University, Bloomington, Indiana 47401.

ACTIVITIES

Students are encouraged to attend and participate in extracurricular programs and activities.

In addition to recreational programs of the Halls of Residence and activities of fraternities, sororities, and independent groups, a program of indoor sports and diversion is maintained by the Indiana Memorial Union. Bowling, ping-pong, billiards, cards, chess, and television are offered. The well-equipped Craft Shops offer, at nominal cost, instruction in skills like pot-throwing, jewelry-making, macramé, and block-printing. The Union Board, a group of student program-planning committees, sponsors art exhibits, a film series, pop concerts, Free University classes, and lectures.

Beechwood Heights, the University's 33-acre recreational area on Lake Lemon, eight miles east of Bloomington, provides facilities for swimming, sailing, and picnicking. Large state forest preserves and state parks are also within easy driving distance of the campus.

Homecoming, the Little 500 bicycle race and weekend, and the Christmas Madrigal Dinners are among the well-known yearly events at Indiana University.

Indiana University is a member of the Big Ten Conference and participates in football, baseball, basketball, golf, tennis, cross-country, track, swimming, wrestling, and gymnastics. The 52,354-seat Memorial Stadium, complete with artificial turf, and the new 16,666-seat Assembly Hall are supplemented by several sports fields, tennis and squash courts, swimming pools, golf courses, and other facilities. An intensive intramural sports program provides recreational opportunities for every student.

The great concert artists, ballet companies, Broadway plays, and musical shows appear at the Indiana University Auditorium. The School of Music presents more than 650 student and faculty concerts, recitals, operas, and ballets annually. The University Theatre and the Indiana Theatre Company offer a full season of plays, in addition to summer stock at Brown County Playhouse in nearby Nashville, Indiana.

There are approximately 125 student organizations on campus other than fraternities, sororities, and residence hall groups. These include political, international, departmental, and athletic clubs. The Volunteer Students Bureau serves the community in projects like public school tutoring, Headstart, and Crisis Biology recycling.

Students are urged to take part in the activities of student government from the level of their living units on to the all-campus governing body.

Mortar Board for senior women and Blue Key for junior and senior men are national activity honoraries on campus which recognize students for outstanding grades, services, and leadership. Scholastic honoraries for freshmen are Alpha Lambda Delta for women and Phi Eta Sigma for men. (See bulletins of specific schools about other scholastic honoraries.)

For those interested in aspects of publication, positions are open on the *Indiana Daily Student*, the campus newspaper; *Arbutus*, the yearbook; and several creative writing magazines.

The YMCA sponsors religious, social, and service activities on campus and in the community. All Bloomington churches welcome students to their congregations, and many have special programs for them. Beck Chapel, near the center of campus, is open at all times and serves all faiths.

STUDENT SERVICES

For location and telephone numbers of specific offices, consult the *Indiana University Telephone Directory*.

Scholarships and Financial Aids. Undergraduate students interested in obtaining information concerning scholarships as well as other types of financial aid should contact the Office of Scholarships and Financial Aids, Student Services 208, Indiana University, Bloomington, Indiana 47401. Graduate students may obtain information

concerning loans and part-time employment through the Office of Scholarships and Financial Aids. Information concerning all other types of financial aid for graduate students should be obtained through the student's school or department.

Employment. The Student Employment Section of the Office of Scholarships and Financial Aids lists openings for part-time jobs in the Halls of Residence, campus offices, libraries, Bookstore, Indiana Memorial Union, and fraternity and sorority houses.

Student Health Service. Available to all regularly enrolled students on the Bloomington campus, the Health Service provides evaluation of the physical examinations required of new students, outpatient medical care, a psychiatric clinic for evaluation and short-term therapy, an environmental health and preventive medicine program, and assistance in the administration of the student group hospital insurance plan. The Health Center building has a 52-bed inpatient facility. Except for emergencies, students are seen only during clinic hours (8:00 until 11:30 a.m. Monday through Saturday and 1:00 until 4:30 p.m. Monday through Friday) by appointment and presentation of a current I.D. card.

Clinical Services. The Reading and Study Skills Center trains students in improving reading speed and comprehension. Students with speech and hearing defects are eligible for therapy at the Speech and Hearing Center. The Psychological Clinic of the Department of Psychology, the Student Health Psychiatric Service, and the Counseling and Psychological Services Center help students with personal problems or with special problems in choosing careers. Vocational information is kept up to date in the Occupational Library in the Counseling and Psychological Services Center, which also provides individualized testing services and consultation services to individuals and groups within the University community. Students have access to the Optometry Clinic.

Placement Services. The University maintains job placement bureaus which serve students free of charge. The Bureau of Educational Placement registers qualified students for teaching and associated positions. The Business Placement Office of the School of Business arranges interviews with recruiters from business and industry for students of all schools and divisions and for University alumni. It also publishes a list of positions open in business and industry. The Government Placement Office in the College of Arts and Sciences, Kirkwood Hall 114, helps students find employment with local, state, and federal agencies, including civil and foreign service agencies.

Indiana Memorial Union. Centrally located on the Bloomington campus, the Union offers numerous services to students, faculty and staff, and visitors. The Commons serves short-order meals and snacks; the Cafeteria provides breakfast, luncheon, and dinner on a self-service basis; and for more leisurely dining, the Tudor Room serves luncheon and dinner. Other facilities in the Union include barber and beauty shops, a newsstand and post office, meeting rooms, and four large lounges. Guest rooms for visitors are available in the Union's Biddle Continuation Center.

The Indiana University Bookstore, also located in the Union, carries required and supplementary textbooks, used books, and supplies, as well as tradebooks, and University souvenirs. It also maintains a check-cashing service for students and faculty. A branch of the Bookstore is located in Gresham Hall of Foster Quadrangle.

Research Computing Center. The RCC provides large high-speed computing equipment and computing expertise to support faculty and student research and for programming exercises assigned in computer science and other courses.

School of Business

DEVELOPMENT OF THE SCHOOL OF BUSINESS

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

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

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

The Junior Division (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.

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.

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

Through the application of well-chosen case studies, the student is provided the tools for solving the concrete problems of management associated with such functions as finance, personnel, production, accounting, marketing, and related fields. Academic advisers recommend balanced course programs that are adjusted to the particular backgrounds and interests of individual students.

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

INSTRUCTIONAL PROGRAMS

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

Degree Programs

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

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

The doctoral program offers advanced education in business administration for students contemplating careers in college and university teaching, in research, or in professional staff capacities in business or governmental organizations. If the candidate's progress is successful at all stages, a doctoral degree should require about two calendar years of full-time study beyond the master's level. The typical candidate, who does

a limited amount of concurrent teaching, research, or other work for the School, must plan a longer period of time to complete degree requirements. Most doctoral students in the Graduate School of Business presently are candidates for the Doctor of Business Administration degree. However, some seek the joint Doctor of Philosophy degree in economics and business.

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

Two-Year Certificate Program

The School of Business offers a two-year program of study leading to a certificate upon successful completion of the program. Further detailed information is available in later sections of this *Bulletin*.

Other Instructional Activities

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

The Bureau of Executive Education. The Bureau of Executive Education is responsible for coordinating all nondegree educational programs, including the Institute of Hospital 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 join in considering current issues of mutual interest pertaining to the management, production, marketing, financing, or related aspects of business, either in the area of internal business operations or in the national or world economies in which these operations take place.

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

The Indiana Executive Program Internationales. Designed for the non-American executive from a multinational corporation, this Program assists firms in the meshing of non-American personnel overseas into the international managerial organization by introducing those executives to American concepts of general management.

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

1. The Graduate School of Savings and Loan for savings and loan officers, sponsored jointly with the American Savings and Loan Institute.
2. The Institute on Hospital Administration, Finance, and Accounting.
3. The Indiana Management Institutes, a series of special seminars designed primarily for middle-management personnel, conducted by faculty members of the Graduate School of Business in various industrial centers throughout the state.

4. The Indiana Management Program for Small Business Managers, conducted in cooperation with the Regional Campus Administration and sponsored in cooperation with the Small Business Administration.

5. The Indiana University Business Conference, sponsored in cooperation with the School of Business Alumni Association, which considers topics of major current interest to the business community.

Related Services and Facilities

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

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

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

The Business Library. The Business Library, a branch of the Indiana University Libraries system, is located in the School of Business Building. It contains a carefully selected collection of books, journals, and loose-leaf publications which are the most useful for students of business. These materials are arranged on open shelves with unlimited access granted to students; all except reference books may be checked out at the Loan Desk. To provide more current information, the Library indexes and makes available a large collection of corporate annual reports, pamphlets, and other ephemeral publications. At the request of class instructors, a small collection of books is maintained on closed-reserve shelves; these books are available at the Loan Desk. Librarians on duty at the Information Desk provide assistance in using catalogs, indexes, and all other materials, as well as conduct regularly scheduled and special tours of the Library.

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

RESEARCH AND PUBLICATIONS

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

The 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 Behavior Laboratory, Research Computer Center, and Calculating Room as well as staff assistance whenever possible.

Publication. 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 *Indiana Business Review Data Supplement* is published monthly and provides data on those same areas.

In addition, the Division publishes research results and related materials through five active publication series, each designed with a specific objective in mind, yet integrated into a complete publication program.

1. The *Indiana Business Report* communicates the results of important research studies, theoretical work, and other material representing contributions to knowledge in various business fields.

2. The *Indiana Business Information Bulletin* series is designed for the publication of industry studies, case materials, and the writing that is basically descriptive and application-oriented.

3. *Indiana Readings in Business* are volumes prepared by faculty members for distribution to Indiana University students.

4. The *Indiana Business Papers* provides a means of publishing outstanding speeches, conference proceedings, essays, and other materials of a nonroutine character not covered by another series.

5. The *Indiana Reprint Series* makes available reprints of articles published by Graduate School of Business faculty members in other scholarly journals.

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

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

ORGANIZATION OF THE SCHOOL

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

The general administration is provided by the Dean, an Associate Dean, an Assistant Dean for Administration, and an Assistant Dean for Student Affairs. The members of this group are assisted by the Chairmen of the Undergraduate, M.B.A., and D.B.A. Programs; the department and area chairmen; and the directors of various operating units, such as the Business Placement Office and the 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 chairmen of the departments and areas are considered to be general officers of the School.

STUDENT ORGANIZATIONS

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

Beta Gamma Sigma. Undergraduate membership in this national scholastic honorary business fraternity is restricted to the upper 10 percent, or less, of the senior class and the upper 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.

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.

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

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

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

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

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

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

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

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

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

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

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 men and women studying professional business management. Its purposes are to encourage and recognize high scholarship and to advance the professional management movement. Regular professional meetings are held.

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

Transportation Club. 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. In addition to evening meetings featuring visiting speakers or films and occasional field trips, there are regular Wednesday afternoon coffee sessions for informal presentations and discussion by students and faculty.

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

PRIZES, AWARDS, AND SCHOLARSHIPS

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

Dean's Honor List. All undergraduate students in the School of Business with a semester grade-point average of 3.5 or higher are recognized on the Dean's Honor List.

Honors. Honors for excellence in scholarship are awarded at Commencement to a limited number of students graduating with the degree Bachelor of Science in Business. The number so honored will not exceed 10 percent of the graduating class in the School for that year. Graduates whose grade-point averages are 3.9 or higher and who complete at least 60 credits at Indiana University are graduated with "Highest Distinction"; those whose grade-point averages are 3.65 or higher and who complete at least 60 credits at Indiana University are graduated with "High Distinction." The remainder of the 10 percent are graduated with "Distinction." Graduates receiving these honors have them so noted on their diplomas and in the Commencement program and are eligible to wear the cream and crimson *fourragère* at Commencement.

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

Graduate Fellowships and Assistantships. Funds are available for fellowships, teaching 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 Association of Collegiate Schools of Business, the School subscribes to the principle that a significant portion of a student's academic program should center in general education subjects. The general education aspects of the program are then complemented by study in the basic areas of business administration. The application of this principle assures the planning of balanced study programs and at the same time enables a student with an interest in one or another professional area of business to specialize in that field.

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

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

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

Undergraduate students in the School may pursue curricula in (1) the Honors program, (2) 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 Through the University Division. A student must have completed 26 hours of satisfactory credit on the college level, either at Indiana University or elsewhere. For all course work completed, the student must have a minimum average of C (2.0).

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

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

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

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

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

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

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

Veterans' Credit. Veterans of military service are eligible for academic credit as a result of their military training and experience. The School follows the provisions of the *Guide to the Evaluation of Educational Experiences in the Armed Services* in granting credit. In general, this provides that a student who has completed from six months to one year of active duty is eligible for 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 Records and Admissions.

POLICIES GOVERNING THE UNDERGRADUATE PROGRAM

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

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, 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 (highest passing grade), B, C, D (lowest passing grade), F (failed), I (incomplete), WF (withdrawn, failing), S (satisfactory), P (passing), and W (withdrawn).

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

Grade-Point-Average Requirements. A minimum cumulative grade-point average of C (2.0) is required. Grades of A, B, C, D, F, and WF are included in the grade

average. Transfer students admitted from other institutions with deficiencies in credit points are expected to overcome those deficiencies with Indiana University grades.

A student must have a minimum cumulative grade-point average of C (2.0) to enter the Undergraduate Program and must have a minimum cumulative average of C (2.0) to graduate.

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

Semester Load. A typical academic load is 12 to 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 last full semester. Underloads are not appropriate unless a student is limited in time because of health or employment reasons. The maximum load is 20 credit hours.

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

Withdrawals. A grade of W is given automatically on the date of withdrawal to the undergraduate student who withdraws during the first three weeks of a regular semester or during the first two weeks of a summer session. Thereafter, it is given only when the student withdraws with the approval of his dean, based on urgent reasons relating to health or equivalent distress, and if the student is passing on the date of withdrawal. If the student is failing on the date of withdrawal, the grade recorded on that date shall be WF (withdrawn, failing). A student may not withdraw from individual courses during the last three weeks of classes during a regular semester or during the last two weeks of a summer session. Only withdrawal from all subjects will be approved during those periods.

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

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. Courses that satisfy School or concentration requirements may not be taken under this option. However, business courses of a strictly elective nature (that is, courses which do not satisfy core or concentration requirements or limited concentration electives) may be taken under this option. 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.

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

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.

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

Correspondence Study. Credit to a maximum of 60 hours may be taken through the Independent Study Division of the Division of Continuing Education. Full-time students may not take courses by correspondence. Because of their basic nature in a student's program, the following courses may not be taken by correspondence to count toward degree requirements: Business A200 (or A201-A202), F301, K201, L201, M301, P301, W301, Z301; Economics E103-E104, E370.

Extension, Correspondence, Junior College, or Evening-Division Credits. Credits earned through extension, correspondence, or evening-division facilities of other universities are typically limited to a maximum of 60 credit hours. Credits earned at a junior college are subject to these same limits.

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

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

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

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

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

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

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

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

1. By being exempted with or without credit. Students who wish to be considered for exemption must take the English Composition Achievement Test as well as the SAT Verbal Examination. Exemptions will be determined through a computerized formula based upon these scores and upon high school class rank and size; credit will be added to the exemption according to the formula.
2. By completing English W131, Elementary Composition (3 credits), with a grade of C or better.
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.
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 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.

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

Physical Education and ROTC Courses. Students may elect a maximum of 4 credits in HPER M130 Physical Education for Men, or HPER W100 Physical Education for Women.

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

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

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

Concentration Declaration. Students declare a concentration prior to the beginning of a semester and will be expected to meet the requirements for that concentration during the semester.

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

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

UNDERGRADUATE CURRICULA

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

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

General Education Core Requirements

	Credit Hours
I. COMMUNICATIONS	5
Eng. W131 Elementary Composition	3
(See "English Composition," p. 25)	
Spch. S121 Public Speaking	2
II. MATHEMATICS	6
Math. M118 Finite Mathematics	3
Math. M119 Brief Survey of Calculus I	3
(Math. M211 Calculus or Math. M215 Analytic Geometry and Calculus I accepted in lieu of M119)	
III. BEHAVIORAL SCIENCE	6
Psy. P101 Introductory Psychology	3
Soc. S100 Sociological Analysis of Society	3
(Soc. S210 Social Organization or Soc. S230 Social Psychology accepted in lieu of S100)	
IV. ARTS AND HUMANITIES	12
<i>A minimum of 12 credit hours selected from among the following departments:</i>	
Afro-American Affairs	
Comparative Literature	
English (excluding Eng. W131)	
Fine Arts	
Folklore	
History	
History and Philosophy of Science	
Music History and Literature (courses offered by the School of Music prefixed M)	
Philosophy	
Religious Studies	
Speech (excluding Spch. S121 or courses counted in I. Communications)	
Theatre and Drama	
<i>Second- or third- or fourth-year courses in the following departments:</i>	
Classical Studies	
East Asian Languages and Literatures	
French and Italian	
Germanic Languages	
Near Eastern Languages and Literatures	
Slavic Languages and Literatures	
Spanish and Portuguese	
V. SOCIAL SCIENCES	6
<i>A minimum of 6 credit hours selected from among the following:</i>	
Anthropology	
Economic History courses offered by the Department of Economics	
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
<i>A minimum of 5 credit hours selected from among the following departments:</i>	
Anatomy and Physiology	
Astronomy	
Biology	
Chemistry	
Geology	
Microbiology	
Physics	
Plant Science	
Zoology	
VII. GENERAL EDUCATION ELECTIVES	10
Courses chosen from throughout the University excluding School of Business courses and Department of Economics courses.	

Basic Business Administration Core Courses

SOPHOMORE YEAR:

- Bus. A201-A202 Introduction to Management Accounting I-II (3-3 cr.)
 Econ. E103 Introduction to Microeconomics (3 cr.)
 Econ. E104 Introduction to Macroeconomics (3 cr.)
 Bus. L201 Legal Environment of Business (3 cr.)
 *Bus. K201 The Computer in Business (2 cr.)
 Econ. E370 Statistical Theory in Economics and Business (3 cr.)

JUNIOR YEAR:

- Bus. F301 Financial Management (3 cr.)
 Bus. M301 Introduction to Marketing Management (3 cr.)
 Bus. P301 Operations Management (3 cr.)
 Bus. W301 Simulation of Business Enterprise (3 cr.)
 Bus. Z301 Organizational Behavior and Leadership (3 cr.)

SENIOR YEAR:

- Bus. J401 Administrative Policy (3 cr.)
 Bus. X410 Personal Adjustment to Business (1 cr.)

Typical School of Business Program

A typical four-year program would be:

FRESHMAN YEAR	Hours	SOPHOMORE YEAR	Hours
Eng. W131—Elementary Composition I	3	Econ. E103—Introduction to Microeconomics	3
Spch. S121—Public Speaking	2	Econ. E104—Introduction to Macroeconomics	3
Psy. P101—Introductory Psychology	3	‡Bus. A201-A202—Introduction to	
Soc. S100 Sociological Analysis of Society	3	Management Accounting I-II	6
†Math. M118—Finite Mathematics	3	Bus. K201—The Computer in Business	2
†Math. M119—A Brief Survey of Calculus	3	‡Bus. L201—Legal Environment of Business ..	3
Electives	14	Econ. E370—Statistical Theory in Economics	
		and Business	3
	31	Electives	11
			31

First Semester	Hours	Second Semester	Hours
Bus. F301—Financial Management	3	W301 Simulation of Business Enterprise	3
Bus. M301—Introduction to Marketing		Bus. Z301—Organizational Behavior and	
Management	3	Leadership	3
Bus. P301—Operations Management	3	Concentration Requirements, or Electives	9
Concentration Requirements, or Electives	6		15
	15		

The five-course integrative core will be taken during the junior year—F301, M301, and P301 the first semester and W301 and Z301 the second semester. Specifically required prior to the five-course integrative core are: Psy. P101, Soc. S100, Math. M118-M119, Econ. E103-E104, E370, Bus. A201-A202 (or A200), K201, and L201 (or L302).

SENIOR YEAR

Bus. X410—(First semester only)—Personal	
Adjustment to Business	1
Bus. J401—Administrative Policy	3
Electives and Concentration Requirements	27
	31

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

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 various other departments and schools of the University; and (3) the

* Required of students entering I.U. in 1971-72 or after.

† School of Business Honors students only, substitute Math. M215-M216 and Math. M303 or M360 for Math. M118 and M119.

‡ Accounting majors are urged to substitute Bus. A200 (5 cr.) for Bus. A201-A202; and Bus. L302 will be taken in lieu of Bus. L201.

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

Professors Dieterle, Frumer, Hay (Chairman and Adviser), Milroy, Myers, Pressler, Seawell, Walden; Assistant Professors Buzby, Heintz, Heitger, Matulich; Visiting Assistant Professors Falk, Kroener; Faculty Lecturers Hatchett, Mulholland

The accounting curriculum prepares students for positions as accountants, auditors, controllers, income tax accountants, financial statement analysts, cost accountants, budget officers, and private or governmental organizations. 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 Dieterle during the first semester of their junior year.

Course Requirements

Sophomore Year: Bus. A221.

Junior Year: Bus. A322, A325, A328, L303; required for the junior and senior years, three accounting electives from: A323, A335, A337, A339, A425, A433, A434, A435.

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

Administrative and Behavioral Studies

Mead Johnson Professor Mee; Professors Bossort, Bunke, Gordon, Haeberle, Kuntz, Porter, Scott, Stockton, Williams; Associate Professors Hinton (Chairman), Novit, Reitz, Wood; Visiting Associate Professor Rose; Assistant Professors Greene, Hamilton, Organ, Rue, Ryan, Sims, Slusher, Wall

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 the student either a broad-based background preparing him for entrance into managerial positions or specialized training in an area of the 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

Professor Bossort and Assistant Professor Hamilton (Advisers)

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 student's knowledge of relevant organizational and administrative concepts, and developing his capacity as a decision-maker within organizations. In addition, the student will be encouraged to explore and formulate his own philosophy of administration.

Since the ability to analyze broad problems and to develop integrated and realistic solutions for them is essential, a wide variety of instructional materials and teaching methods 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 a list of advanced business and economics courses. The student should see the departmental offices for a list of current course requirements.

Personnel and Industrial Relations

Associate Professor Novit and Assistant Professor Wall (Advisers)

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; two required from the following: Psy. P319, P325, P327, P420; Soc. S230, S315, S335, S410, S431.

Business Economics and Public Policy

Distinguished Professor Turner; Professors Brady (Chairman), Grossack, D. Martin, Pfister, Robertson, Schaller; Associate Professors Bateman, Foust (Adviser); Assistant Professors Fratianni, Jaffee; Faculty Lecturer Marcus; Visiting Lecturer Pierson

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

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

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

Course Requirements

Junior and Senior Years: (1) Bus. G300, G406, G409; Econ. E350, E360 or E361 and/or E362; Polit. Sci. Y103. (2) One of the following: Bus. G330, any 400-level business law course, R300, T300, T315; Econ. E325, E330; Polit. Sci. Y302, Y306, Y308, Y309. (3) Two of the following: Bus. G330, G430, G460, G493, any 400-level business law course; Econ. E409, E410, E471; Polit. Sci. Y302, Y306, Y308, Y309.

It is suggested that students wishing to emphasize either applied economic analysis, applied urban economics, business history, or a law school preparation within the business-government relations concentration select from the following courses for the elective courses listed above:

Applied Economic Analysis: Bus. G330; Econ. E330, E361 and E362 (instead of E360), E471.

Applied Urban Economics: Bus. G330, G430, L408, R300, T315; Econ. E361 and E362 (instead of E360); Polit. Sci. Y308.

Business History: Bus. G460; Econ. E325, E409, E410.

Pre-Law Option: Bus. G330, G460, and one 400-level business law course; Polit. Sci. Y302, Y309.

Business Education and Office Management

Professor Crawford (Chairman and Adviser); Associate Professors David, Dvorak, Wyllie; Assistant Professor Hershey; Visiting Lecturers Rose, Rutherford, Stevenson

The Department of Business Education and Office Management 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 inter-related, 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 office management may choose from two available 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.

Office Management

Associate Professor David and Assistant Professor Hershey (Advisers)

Two programs may be considered by those interested in specializing in office management. Students are urged to discuss with a departmental adviser the implications of each program in relationship to career goals. Students majoring in Program A have career opportunities in systems analysis, information services, office administration, data processing, management support services, records management, and other positions providing assistance and service to top management members. Students majoring in Program B have career opportunities in the areas listed above but, in addition, have ready access to such positions as administrative assistant and executive secretary.

Program A: Administrative Services and Information Systems Emphasis

Program B: Management Support and Assistance, Executive Secretarial

Course Requirements

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

Junior Year: Bus. B413, C204, C205, C300; electives, 0-8 hours. Also required in Program B, Bus. C250, C330, C360.

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

Business Education

Associate Professors Dvorak, Wyllie (Advisers)

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

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

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

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

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

Course Requirements

Freshman Year: Ed. F100, humanities, 5 hours; elective, 0-2 hours.

Sophomore Year: Bus. C205, C220, C225; Ed. P280. Also required in Program A and B, Bus. C240, C250.

Junior Year: Bus. C330; Ed. B474, M444. Also required in Program A, Bus. A206, C360, C403, C445. Also required in Program B, Bus. C360, C403, C445. Also required in Program C, Bus. A206, A205 or A218, C403.

Senior Year: Bus. B490; Ed. M460, M480, S485; Geog. G213. Also required in Program A, Ed. M476. Also required in Program B, Bus. C404; Ed. M476.

Finance

Professors Sauer, Silverstein, Tuttle (Chairman); Associate Professors Hettenhouse, Simkowitz; Assistant Professors Boquist, Goldberg, Lee, Logue

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

Junior Year: Bus. A206 or A221 (the latter for those desiring additional accounting), F302; Econ. E350.

Senior Year: Bus. F420, F446; plus two courses, one each selected from any two of the following groups: Group A: Bus. K327 or Econ. E471; Group B: Bus. G300, G406, or Econ. E321; Group C: Bus. G409, Econ. E322, E360, or E361, or E362; Group D: Bus. A205 or any accounting course with A221 prerequisite.

Marketing

E. W. Kelley Professor Thorelli; Professors Day, Granbois, Halterman, Otteson, Panschar, Patterson (Chairman), Wentworth, Willett; Associate Professors Dalrymple, DeHayes, Olshavsky, Stephenson, Summers; Assistant Professors Cort, Dominguez, MacKay, Miller

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.

Senior Year: Two courses from the following group: Bus. M402, M405, M408, M415, M419, M426, M450.

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

Merchandising Management

Associate Professor Stephenson (Adviser); Lecturer Littrell (Department of Home Economics) (Associate Adviser)

The merchandising management curriculum is designed to prepare students for careers in retailing. Open both to men and women students, the program can be tailored especially to meet the needs of women who plan to enter retailing or related fields. Each student plans, in consultation with the 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.

Senior Year: Bus. M419, Bus. M439 (intern program during summer preceding senior year highly recommended but not required); one course from the following group: Bus. M402, M405, M408, M415, M418, M426, M450.

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

Marketing/Advertising

Professor Halterman (Adviser)

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

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

Because the advertising function in a business firm 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; one from Bus. M402, M405, M408, M419, M426 (Bus. M405 strongly recommended).

Senior Year: Bus. M415, M418; choice of one from: Bus. C204; Eng. W203, W303; F.A. S100, S101, S250, S351; Journ. C200, J330, J335; Radio-TV 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

Professors Belth, Long (Chairman and Adviser)

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. A205, A206, or other accounting course with consent of adviser; N300, N310, N320.

Senior Year: Bus. N413, N423.

Insurance and Actuarial Science

Professors Belth (Adviser), Long

The insurance and actuarial science curriculum provides preliminary preparation for students who plan to enter the field of actuarial science. In addition to the requirements listed under the insurance curriculum, the student, in consultation with the adviser, chooses the bulk of his elective courses from the 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.

Production Management

Professor E. W. Martin (Adviser)

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

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

Course Requirements

Freshman Year: Math. M119 or M215.

Sophomore Year: Math. M216 or M120 (may be taken in the freshman year).

Junior and Senior Years: Bus. P421; Econ. E471. Three courses from: Bus. A205, K325, K327, P429; Econ. E340, E472; any 300- or 400-level mathematics course; an additional course in natural science for which one of the courses taken as part of the student's general education courses is a prerequisite.

Quantitative Methods

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

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

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

Assuming that one has the necessary mathematical ability and interest in business problems, there are two possible educational paths that can be taken to obtain the background necessary for success in this area. One is the quantitative methods major described here. If the student pursues this path, he is encouraged to elect courses in mathematics and statistics beyond those required. Alternatively, if a student can plan to pursue both an undergraduate and a graduate program involving about six years, he would be well advised to take an undergraduate major in mathematics and statistics with a minor in business administration. He would then be well prepared to enter the M.B.A. Program in quantitative business analysis.

Course Requirements

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

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

Senior Year: Econ. E471; two courses from the following: Bus. P421; Econ. E472; and any 300- or 400-level mathematics or computer science courses.

Real Estate Administration

Savings and Loan Professor of Business Administration Weimer; Professors Bloom (Adviser), Pinnell

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 to solve 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 management, real estate brokerage, appraising, mortgage financing, housing, land planning, and research. Special attention is given to such topics as city growth and structure, market analysis, mortgage risk analysis, property valuation, land planning and zoning, applied urban economics, taxation, and housing problems.

Course Requirements

Junior and Senior Years: Bus. L408, R300, R305, R341, R440, R443. With the approval of the faculty adviser, two of the following courses must be selected: Bus. A328, F420, G330, G406, G409, M415, M426, N300, N320, W406; Econ. E350; Geog. G314; Polit. Sci. Y308; Soc. S309.

Transportation and Public Utilities

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

Regulated industries are an important segment of the total American economy. These industries provide services of both transportation facilities and public utilities. Each has been both a cause and a result of the marked development of our country. At the present time more than one-third of G.N.P. results from these and other closely related activities. Likewise, approximately 3 percent or \$24 billion of total personal consumption expenditures are made for these services. Furthermore, 7.3 percent of all full-time employees and 9.2 percent of all wages and salaries are paid to those employed by these firms. Not to be overlooked is the fact that over \$9.5 billion is paid annually in local, state, and federal taxes. The successful continued operation of these incredibly complicated and integrated systems requires a vast group of individuals especially skilled and educated.

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

Students interested in urban transportation may take advantage of a special program in mass transit management. In addition to individualized work in T490, this program includes the opportunity for part-time work with the I.U. Campus Bus System plus summer internships with transit agencies in major U.S. cities.

Public utilities in recent years have been characterized by changes in methods of production and distribution services. These technical advances have created economic and administrative problems in both industry and regulation which require highly qualified personnel with an understanding and ability to solve these problems.

The School of Business is, therefore, concerned with the development of professional talent and offers major fields of concentration at all three degree levels.

Course Requirements

Sophomore Year: Polit. Sci. Y103 and one American political science elective.

Junior Year: Bus. A206 or A221, L303, T300, T309, and U300.

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

NONCURRICULAR AREAS

Business Law

Professors Donnell (Chairman), Hewitt; Assistant Professors Brown, Lamber, Wolkoff; Visiting Lecturer Metzger

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 businessmen. 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. The business faculty is pleased to counsel with prelaw students.

International Business Administration

Professors Farmer (Chairman), Nehrt; Faculty Lecturer Hogue

In response to new and dynamic patterns of international business, American business firms have progressed far beyond the comparatively simple stage of import-export operations. Many companies are becoming multinational with production units in numerous foreign countries; private enterprise in the United States has become more intimately concerned with the economic, political, and social trends of foreign nations. The School of Business has recognized these developments in its international business administration program.

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

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

COMBINED CURRICULUM

Business-Journalism

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

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

Course Requirements

Sophomore Year: Journ. 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. A221, 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. D420, F420, G406, G409, M402, P429, Z440; Econ. E445; electives in consultation with adviser.

HONORS PROGRAM

The School of Business Honors Program is a separate, carefully articulated, combined undergraduate-graduate program leading 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 student to accelerate his 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 or who wish to study law.

Requirements for Admission

Incoming sophomores who have achieved a minimum of a 3.30 accumulative grade-point average during their freshman years are eligible for admission to the program. Freshmen who are currently participating in good standing in the general University Honors Division (Superior Freshman Program) may transfer to the School of Business Honors Program effective at the beginning of their sophomore years. In rare instances, factors such as exceptional SAT scores, high school rank, or faculty recommendations may be used to offset a grade-point average slightly below 3.30.

Advanced students (second-semester sophomores and first-semester juniors) who have attained a minimum of a 3.30 cumulative grade-point average are also eligible for admission to the program. Additional criteria which apply to the admission decisions concerning advanced students include faculty recommendations, and to a lesser extent at this stage, SAT scores, and rank in graduating high school class. In rare instances, superior, advanced students who do not meet the grade-point average requirements will be admitted to the program but only on the basis of the recommendation of the Honors Committee.

Time Limitations. Superior students meeting the above admission criteria must be admitted to the School of Business Honors Program prior to the start of their junior years. Freshmen may apply and be accepted, but they cannot be enrolled in the program until the beginning of their sophomore years.

Course Requirements

Emphasis on Mathematics, Behavioral Science, and Economics. Since the level of competence in mathematics, behavioral science, and economics 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. M215 (5 cr.) and M216 (5 cr.). For students who have taken M118 and/or M119 before applying to the Honors Program, the mathematics requirement will read M118, M119, and 6 additional hours in quantitative courses approved by their faculty adviser. Math. M120

is recommended for 3 of the 6 additional hours; other quantitative courses are: Bus. K325, K327, M408; Math. M303, M360, M347; Econ. E471, E472.

In addition to the present 6-hour requirement in the behavioral sciences (Soc. S100 and Psy. P101), Honors students are required to take 3 hours from any undergraduate courses remaining in anthropology, sociology, or psychology. This additional 3-hour requirement will be waived for those Honors students who enroll in Psy. P105 (the 5-hour general psychology course open only to superior students) in place of P101. 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.

Honors Curricula

Special Honors Seminars. Each semester the School of Business will invite one or more of its faculty to offer a freshman-sophomore-level Honors Seminar of the H100 variety. These seminars will be part of the general University Honors Division offering. Additional special Honors Seminars will be offered periodically for advanced Honors students. All Honors students will be encouraged to participate in these seminars at the appropriate level.

Honors Sections of the Basic Business and Economics Core. In addition to the special Honors Seminars, the most important feature of the sophomore year of the Honors Program is the opportunity to participate in the following special Honors sections: L201 Honors—Legal Environment of Business, A293-A294 Honors—Introduction to Management Accounting I and II, Economics S103 Honors—Introduction to Microeconomics, S104 Honors—Introduction to Macroeconomics, and Economics E370 Statistical Theory in Economics and Business. These special sections will build upon the mathematics background that the Honors student is acquiring and will go deeper and further than would be possible with a typical cross section of students in a regular class.

During the first semester of the junior year, the student will enroll in the regular sections of the integrated core, Bus. M301, F301, and P301 (Honors M301 may be offered); during the second semester the Honors student will enroll in either Bus. W502 and Z502 (in place of W301 and Z301) or in special Honors sections of Z301 and W301.

During his senior year, the Honors student will enroll in Bus. J401 Honors or J493 Honors; students who are committed to continuing with the M.B.A. Program are exempt from the J401 requirement. All Honors students must complete 6 hours of independent research, X496, in an area of their choice before graduation (accounting majors enroll in A490).

During his junior year, the Honors student will enroll in X393 Core Program Honors Seminar, an Honors Seminar which will be conducted in conjunction with, but in addition to, the regular sections of the integrated business core (F301, M301, P301, and W301). Enrollment in special sections of other basic business and economic core courses also will be required of the Honors student during his junior year, such as Z393 Honors—Organizational Behavior and Leadership, and G393 Honors—Introduction to Managerial Economics.

During his senior year, the Honors student will enroll in W493 Honors—Administrative Policy and must complete at least 6 hours of supervised independent Honors research (X496).

Independent Study for Honors Students. In the student's junior and senior years, a most important feature of the Honors Program is the freedom the Honors student has in designing a program which specifically fits his own interests. For those who elect to pursue "general Honors," the only constraint is the approval of the program director. Departmental Honors are somewhat more limiting, but all options place high reliance on supervised independent study. Also, all candidates will be enrolled in appropriate M.B.A. courses both to meet departmental requirements or as business electives.

The supervised independent research envisioned can take one of several forms. One alternative for the Honors student, if he chooses, and if a suitable (to the director) faculty member is available, would be independent research under the direction of a faculty member in any of the departments of the School of Business. This research can take any form mutually acceptable to the student and the professor. A grade of "S" or "F" will be assigned by the professor. Both the professor and the student are required to file a short progress report with the director at the end of each semester. Another alternative would be 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 director of the Honors Program is responsible for matching Honors students who have requested this option with cooperating D.B.A. candidates. 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 of "S" or "F."

There are two constraints concerning the number of credit hours which the student may receive for independent study in the Honors Program. 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 Option 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 participated in the School of Business Honors Program. Also, this fact will be displayed prominently on the Honors student's transcript.

In order to be awarded the bachelor's degree with "Honors," the Honors student must not only rank in the top 10 percent of his class, but he must satisfactorily complete a minimum of 30 credit hours of Honors and M.B.A. course work. At least 15 of the 30 credit hours must be Honors as opposed to M.B.A. course work.

The Master of Business Administration Option. All Honors students who elect to continue to work for the M.B.A. degree are required to complete a minimum of 48 hours of M.B.A. credit; credit hours for all M.B.A. courses taken prior to completion of the B.S. degree requirements and for all junior- and senior-year Honors courses which the M.B.A. Committee finds to be of graduate-level difficulty will be counted toward the M.B.A. degree up to a maximum of 24 credit hours. Since many Honors students will have taken M.B.A. courses or their equivalents beyond the 24-hour limit, and since their individual programs may have varied widely, a program of at least 24 additional credit hours will have to be tailor-made by the student and the director of the M.B.A. Program. It will, of course, include all required M.B.A. work which the student has not previously completed. All Honors graduates will be exempted from Bus. K501, K502, A501, M502, F502, and P502, but will be required to complete Bus. G501, G502, K502, Z502 or Z503, A502 or A503, W502, J518, and one environmental option selected from Bus. G503, F545, H504, N525, N526, R501, G531, T501, and J504. Additional course work to meet the 48-hour requirement may be taken in an elective area or in a field of professional concentration. Students who have planned their programs carefully will easily be able to complete the requirements for an M.B.A. at the end of their fifth year of full-time college work.

Academic Performance Requirements

An Honors student must maintain at least a 3.30 accumulative grade-point average in order to continue to be in "good standing" in the program. When the student's accumulative grade-point average declines below the 3.30 requirement, he will be

placed on Honors probation for the semester immediately following his sub-3.30 performance. He will continue to have probationary standing until his accumulative grade-point average is 3.30. If the student on probation fails to maintain a 3.30 average during his probational period, he will be dismissed from the Honors Program. Of those students placed on Honors probation, it is likely that a few of the students will be able to maintain a 3.30 during their probational period but will never achieve sufficient grades to raise their four-year accumulative grade-point average to a 3.30. In these few cases, the students will have continued to enjoy the privileges accorded to all Honors students and will be awarded the bachelor's degree upon completion of the program, but not a degree with "Honors."

BUSINESS ADMINISTRATION MINOR

(For students from outside the School of Business)

Professors Panschar, Porter (Advisers)

Students from outside the School of Business may pursue under several programs either a minor or a second major in business. Credit hour requirements vary from one school or college to another. In general, the minor in business or second major should be built on a foundation of economics (Econ. E103-E104), analytical tools (Bus. A201-A202, Bus. K201 or Math. C201, Econ. E370, Math. M118, Math. M119), and perception of the business environment (Bus. L201, Psy. P101, Soc. S100). Students planning to follow a business minor or second major should select from these courses to fulfill social science, mathematics, or other requirements for their regular degree program.

Building on this foundation, students interested in any phase of business should then study the functional areas of business enterprise (Bus. F301, M301, P301), integrate these studies in a simulation of business management (Bus. W301, Z301), and then add to that program advanced courses in a particular area of specialization, selected in consultation with an adviser.

A basic minor or a second major in business should include at least these minimum studies:

Sophomore year: Bus. A201-A202; Econ. E103-E104.

Junior year: first semester, Bus. F301 (statistics background recommended), M301; second semester, Bus. W301, Z301 (enroll both semesters in sections indicated for non-majors).

Senior year: Bus. X410 (1 hour).

TWO-YEAR CERTIFICATE PROGRAMS

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

The general requirements for all certificate programs include: (1) admission as a regular student to Indiana University and completion of all orientation test requirements; (2) completion of a minimum of 60 credit hours with at least 30 credit hours 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 each of the three School of Business Certificates, the following general education and area concentration courses are required:

	Credit Hours
Communications (Eng. W131)	3
Arts and Humanities (any courses from Group IV, p. 26)	6
Social Science (any course from Group V, p. 26)	3
Science (any course from Group VI, p. 26)	5
Behavioral Sciences	3
Psy. P101 Introductory Psychology or	
Soc. S100 Sociological Analysis of Society	
Mathematics (Math. M015, or M017, or two years of high school algebra, or	
three semesters of high school algebra and one semester of high school trigo-	
nometry)	0
Electives (sufficient to make total program of 60 credit hours)	

Accounting

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

Sequence in Accounting: Bus. A200 or A201-A202, A221, A325, A328, W100; Econ. E103-E104; one of Bus. F301, L201, M301, Z301, Econ. E370.

Management and Administration

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

Sequence in Management and Administration: Bus. A201-A202, K201, L201, W100, M301, Z300; Econ. E103-E104; one of Bus. A218, F260, N300, R300, T300, U300; Econ. E370.

Office Management

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

Sequence in Office Management: Bus. A201-A202, C204, C205, C220, C225, C240, C250, C300, C330, C360; Econ. E103-E104. Students with typing and shorthand skills would enter the courses at the appropriate level and take elective business and economics courses to complete their programs.

RESERVE OFFICERS' TRAINING CORPS (ROTC)

Department of Military Science (Army)

The Army ROTC is a voluntary program for men and women students conducted by U.S. Army officers who are specially selected and approved by Indiana University for this duty. The curriculum is designed to provide the knowledge and to develop the ability and skills required of commissioned officers. A student may acquire a commission in the U.S. Army Reserve by completing this program. However, outstanding students are designated as Distinguished Military Graduates and are tendered regular Army Commissions. All credits earned apply toward the total credit hours required for graduation. No commitment for military service is incurred until the third year.

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

Two-Year Program. This program extends the advantages of advanced ROTC training to students who did not take the Basic Course and to veterans. As a substitute for the Basic Course, a nonveteran student must attend a basic six-week summer training camp prior to enrollment; this is not required of veterans. Other qualifications for

entering this program are the same as for entering the Advanced Course of the Four-Year Program. Nonvets must be entering their junior or subsequent years to be admitted to the two-year program. Application must be made during the year preceding enrollment. Veterans at any academic level may apply prior to registration.

Pay and Scholarships. All students in the Advanced Course receive \$100 per month subsistence allowance, plus approximately \$400 and travel pay, while attending advanced summer camp training. Students in the Two-Year Program receive \$200, plus travel pay, for attending the basic summer camp. However, no academic credit toward graduation is awarded for this training.

One-, two-, three-, and four-year scholarships are available to selected students in the Four-Year Program. Students awarded scholarships receive full tuition, books, fees, and \$100 per month during the period that the scholarship is in effect. Scholarship recipients are obligated to serve four years of active duty.

Service Obligation. Graduates of the Army Advanced ROTC Program may be called upon to serve a two-year active duty tour and four years in the U.S. Army Reserve. Others will serve three to six months active duty for training in lieu of two years active duty and be required to satisfactorily participate in the Ready Reserve until the eighth anniversary date of their initial appointment in the Reserve of the Army. Entry to active duty may be deferred to obtain an advanced degree.

Army Flight Training. Students desiring to become Army aviators may participate in the Army Flight Program during the second year of the Advanced Course. Qualified individuals receive 36½ flight hours and 35 hours of ground school conducted by highly qualified civilian instructors. Students participating in the flight program normally receive a private pilot's license. Upon commissioning, flight students will participate in the Army Aviation Program, attend a nine-month flight school, and become a rated aviator. All costs incidental to ROTC flight training are provided by the U.S. Army.

Army ROTC Basic Courses—First Two Years

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

A study of the U.S. Army's evolution and current world presence; the role of the citizen-soldier in our society; introductory and intermediate analysis of leadership/management techniques; military mapping systems; application of the principles of war to military tactics; officer development programs.

Army ROTC Advanced Course—Last Two Years

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

Includes advanced leadership theory; principles and practical exercise in military teaching; branches of the U.S. Army; military law; command/management procedures; role of the U.S. Army in world affairs; exercises in the employment of military units; the responsibilities of military officership.

Department of Aerospace Studies (Air Force)

AFROTC is a voluntary program available to qualified male and female students who desire to become eligible for a commission in the United States Air Force Reserve while pursuing a college degree. Training is conducted by carefully selected, highly qualified U.S. Air Force officers who are on active duty.

Four-Year Program. This program is divided into two phases. The first two years, open to freshmen and sophomores only, constitute the General Military Course (GMC), which introduces the concept of strategic aerospace power and examines the development of air power over the past 60 years. It also acquaints the student with professional military and educational opportunity and provides him an opportunity to qualify for selection into the second segment, which is the Professional Office Course (POC). Students in the GMC can expect to spend two hours per week participating in either classroom or leadership training activities. Between sophomore and junior years, students attend four weeks training at a designated Air Force base. Entrance into the second segment (POC) is on a selective basis. The criteria for selection:

successful completion of the Air Force Qualifying Test (AFOQT), being medically qualified, successful completion of four-week field training, and being recommended by a board of Air Force officers. The POC encompasses the study of national security in a contemporary society, the impact of current international political developments, and the principles of management. During these four semesters, the student is offered the chance to develop communicative skills and is given intensive training to prepare him for active duty. Upon successful completion of this program and graduation, the cadet will be commissioned as a second lieutenant in the United States Air Force Reserve.

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

Pay and College Scholarship Program. All students in the POC receive \$100 per month subsistence during the academic year. While at field training, cadets receive approximately \$260, plus travel pay during the four-week session.

AFROTC. AFROTC three- and two-year scholarships are available to qualified students. Each scholarship includes full tuition, books, laboratory and incidental fees, plus \$100 every month for subsistence allowance.

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

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

Career Opportunities. Air Force assignments cover an extremely broad spectrum of individual professions. Pilot and navigator qualified cadets attend special flight training schools upon graduation. Students whose career choices are meteorology, financial management, nuclear engineering, hospital administration, missile operations, or any one of 212 other professions will either attend school for specialized training or receive intensive on-the-job training during their first assignment.

First-Year Air Force General Military Course

A101 The Air Force Role in National Security I (1 cr.)

A study of the doctrine, mission, and organization of the United States Air Force; U.S. strategic offensive forces, their mission and functions as well as their effect as a deterrent; efforts assess strategic balance through SALT and earlier agreements.

A102 The Air Force Role in National Security II (1 cr.)

Aerospace defense, planning, and principles; mission, organization, and resources of an aerospace defense force; mission, resources, and operations of general-purpose forces with special emphasis on tactical air forces.

Second-Year Air Force General Military Course

AS201 Developmental Growth of Air Power I (1 cr.)

A study of the growth of air power through World War II. Includes early air doctrine, tactics, and strategy. Concludes with the development of an independent U.S. Air Force.

AS202 Developmental Growth of Air Power II (1 cr.)

A study of the growth of air power from World War II to the present. Includes case history studies of employment of air power in Berlin, Korea, the Middle East, Southeast Asia.

First-Year Air Force Professional Officer Course

AS301 National Security Forces in Contemporary American Society I (3 cr.)

A study of the military profession and civil-military affairs. Includes communicative skills, trends in professional development, and the formulation of defense strategy.

AS302 National Security Forces in Contemporary American Society II (3 cr.)

A study of the strategy and management of conflict. Includes the implementation of U.S. defense policy, organizational factors, and case studies in policy making.

Second-Year Air Force Professional Officer Course

A401 Concepts of Air Force Leadership (3 cr.)

A study of military professionalism; leadership theories, human relations, and military justice.

A402 Concepts of Air Force Management (3 cr.)

Defense management principles of planning, organizing, coordinating, directing, and controlling; preparation for active duty.

The Graduate School of Business

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

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

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

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

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

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

Candidates may enter the M.B.A. Program in either May, June, August, or January. Application materials must be submitted prior to April 1, May 1, July 1, 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 program, each candidate may choose, as his major-elective sequence, one area of professional concentration.

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

Residence and Time Requirements. The academic year is divided into two semesters of sixteen weeks each, plus one eight-week summer session and one six-week

summer session. Two summer sessions are thus 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 6 semester hours of credit may be transferred from another institution toward this requirement.)

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

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

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

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

Admission. Admission to the D.B.A. Program is based on the individual's qualification as evidenced in his application, official transcripts, scores on the Admission Test for Graduate Study in Business, recommendations, and, 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 the personal attention he needs in completing his program.

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

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

OTHER DOCTORAL PROGRAMS

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

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

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

Undergraduate Courses 1974-75

SCHOOL OF BUSINESS

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

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

Accounting

- A200 Introduction to Management Accounting (5 cr.)
P: 26 hours. Primarily for those planning to become accounting majors. The course is a combination of A201 and A202.
- A201 Introduction to Management Accounting I (3 cr.)
P: 26 hours. Basic concepts and issues of accounting for public reporting and internal planning, decision-making, and control. Continued in A202.
- A202 Introduction to Management Accounting II (3 cr.)
P: A201. A continuation of A201.
- A293-A294 Honors—Introduction to Management Accounting I-II (3-3 cr.)
Designed for sophomore Honors students. Includes material of A201-A202.
- A205 Management Accounting III (3 cr.)
P: A202. Internal managerial uses of quantitative data including planning (budgeting), controlling, and decision-making. Credit will not be given for both A205 and A325.
- 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 A221.
- A218 Personal Tax Problems (3 cr.)
Federal income tax for the individual, partnership, and small corporation. Estate and gift taxation, social security and Indiana gross income taxes. Credit will not be given for both A218 and A328.
- A221 Intermediate Accounting (3 cr.)
P: A202. The accounting cycle, concepts and analysis of working capital, noncurrent items, owners' equity, and income; accounting theory with emphasis on corporation accounting.
- A322 Advanced Financial Accounting I (3 cr.)
P: A221. Generally accepted accounting principles as applied to partnerships, joint ventures, special sales arrangements; cash flow and forecasting; presentation and interpretation of financial data; price-level problems; 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: A221. Conceptual and technical aspects of management and cost accounting. Product costing, cost control over projects and products; profit-planning.
- A328 Income Tax (3 cr.)
P: A202. Internal Revenue Code and Regulations. Emphasis on income, exclusions from income, deductions, and credits. Use of tax forms in practical problem situations.
- A335 Fund Accounting (2 cr.)
P: A221. Financial management and accounting for nonprofit-seeking entities; municipal and federal government, schools, and hospitals.
- A336 Internship in Accounting (1 cr.)
Open to junior and senior accounting majors, 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 Management Control Systems (2 cr.)
P: A205 or A325, A221. Characteristics of control systems; organizational relationships; planning and control of assets, liabilities, equity, revenue and expenses.
- A339 Advanced Income Tax (3 cr.)
P: A322 and A328. Internal Revenue Code and Regulations; advanced aspects of income, deductions, exclusions, and credits, especially as applied to tax problems of estates, trusts, partnerships, and corporations. Tax forms and practical tax-problem situations.

A424 Auditing (3 cr.)

P: A221, A325, A328. Public accounting organization and operation; review of internal control including EDP systems, verification of balance sheet and operating accounts; the auditor's opinion.

A425 Contemporary Accounting Theory (2 cr.)

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

A433 The International Aspects of Accounting (2 cr.)

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

A434 The Professional Aspects of Accounting (3 cr.)

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

A435 Honors Course in Accounting (2 cr.)

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

A437 Accounting for Special Industries (cr. arr.)

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

A490 Independent Study in Accounting (cr. arr.)

P: consent of instructor.

Business Education and Office Management

B413 Methods of Employee Training (3 cr.)

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

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

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

B490 Undergraduate Survey of Business Education (2 cr.)

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

C204 Business Communications (3 cr.)

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

C205 Machine Statistical Computation (1 cr.)

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

C220*† Beginning Typewriting (2 cr.)

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

C225†‡ Intermediate Typewriting (2 cr.)

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

C240†§ Beginning Shorthand (3 cr.)

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

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

† 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.

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

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

C250*† Intermediate Shorthand (3 cr.)

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

C300 Office Management I (2 cr.)

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

C330*‡ Advanced Typewriting (2 cr.)

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

C360*† Advanced Shorthand (3 cr.)

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

C403 Office Management II (3 cr.)

Open to graduate students by permission of instructor. Administration of office services such as records management, communication, duplicating, calculating, mailing, and library services. Methods of organizing and operating services, cost controls, and procedures and practices; laboratory work required. Straight typing rate of at least 35 nwpm required.

C404 Office Systems and Control (3 cr.)

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

C445 Transcription (3 cr.)

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

C446 Advanced Transcription (3 cr.)

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

International Business Administration

D420 International Business Administration (3 cr.)

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

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

P: 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; Econ. E103-E104, E370; Math. M118, M119. Conceptual framework of the firm's investment, financing, and dividend decisions; 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.

* 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.

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

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

F420 Investment (3 cr.)

P: F301. Conceptual and analytical frameworks for formulating investment policies, analyzing securities, and constructing portfolio strategies for individuals and institutions.

F423 Topics in Investment (3 cr.)

P: F420. An in-depth analysis of selected topics in security analysis, investment banking, and portfolio construction.

F446 Management of Commercial Banks and Other Financial Institutions (3 cr.)

P: F301, Econ. E350. Management policies and decisions including asset, liability, and capital management within the legal, competitive, and economic environment.

F464 Internship in Finance (cr. arr.)

Offered only in the summer session. On-the-job training in finance. Approval of proposed training program required by Department Chairman and supervising instructor. Major written report required.

F493 Honors Course in Finance (3 cr.)

Open to Honors Program seniors and, by permission of instructor, to distinguished senior scholars majoring in finance. A broad program emphasizing the study of theoretical and empirical contributions to the finance literature.

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

P: Econ. E103-E104. 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 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.

G393 Honors—Introduction to Managerial Economics (3 cr.)

P: Econ. S103-S104. Designed for junior Honors students. Includes material of G300.

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 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.

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

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

Administrative and Behavioral Studies**J401 Administrative Policy (3 cr.)**

P: W301. 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.

J493 Honors—Administrative Policy (3 cr.)

P: W301. For senior Honors students. Includes material in J401.

W100 Business Administration: Introduction (3-4 cr.)

Business administration from standpoint of manager of a business firm operating in the contemporary economic, political, and social environment. No credit for juniors and seniors in the School of Business.

W300 Simulation of Business Enterprise (3 cr.)

P: junior standing. Enrollment restricted to nonbusiness students. An integrative course providing the nonbusiness student with an opportunity to develop and synthesize analytical skills and knowledge relevant to the basic functional fields of business. Credit not given for both W300 and W301.

W301 Simulation of Business Enterprise (3 cr.)

P: F301, M301, P301. An integrative course providing an opportunity to synthesize analytical skills and knowledge developed in the basic functional fields of business. Taken only as a part of the five-course integrative core program jointly with Z301. Credit not given for both W300 and W301.

W406 Enterprise and Entrepreneurship (3 cr.)

P: senior standing. For students planning to operate their own businesses. Organization, location, management, accounting, financing, production, and marketing problems are stressed.

W407 Management of Commercial and Trade Organizations (2 cr.)

P: senior standing. Prepares advanced students for work with chambers of commerce, trade associations, and other business associations and organizations.

W430 Management and Organizational Systems (3 cr.)

P: W301 or W300. Effective management of complex organizations with emphasis on objectives, structure, communication, environments, and decision-making. Management techniques such as strategic planning, information systems, management by objectives, project management, and organizational development.

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 interacts, and the organizational setting. Application of behavioral science concepts and findings to individual behavior and organizational performance. Credit not given for both Z300 and Z301.

Z301 Organizational Behavior and Leadership (3 cr.)

P: Psy. P101, Soc. S161. Nature of human behavior in organizations as a function of the individual, the groups within which he interacts, and the organizational setting. Emphasis on 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 not given for both Z300 and Z301.

Z393 Honors—Organizational Behavior and Leadership (3 cr.)

P: Psy. P101, Soc. S161. Designed for junior Honors students. Includes material in Z301.

Z440 Manpower Resources and Development (3 cr.)

Nature of manpower development and utilization in American society and organizations; government manpower programs and policies, labor force statistics, organizational personnel departments, manpower planning, forecasting, selection, training and development. Emphasis on integration of government and organizational manpower programs.

Z444 Personnel Research and Measurement (3 cr.)

P: Z301. 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.

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 Methods

K201 The Computer in Business (2 cr.)

P: A200 or A201 (may be taken concurrently). Introduction to digital computers and illustrations of their use in business. Stored program concept, types of programming languages, instruction in a specific compiler language; utilization of Business Computing Center. Impact of computers upon business management and organization. Student may receive credit for only one of K201, Computer Science C201 and C301.

K325 Systems Analysis by Computer (3 cr.)

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

K327 Introduction to Operations Research (3 cr.)

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

K490 Independent Study in Quantitative Methods (cr. arr.)**Business Law****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 L302.

L302 Commercial Law I (3 cr.)

Law of business organizations and their liabilities (tort, antitrust, agency, partnership, and corporation law). 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 L302.

L303 Commercial Law II (3 cr.)

P: L302 (L201 may be accepted with permission of Department). Law of ownership, contracts, sale and financing of goods, real and personal property, 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.)

Law applicable to corporations and their directors, officers, and employees in the light of current conditions; special attention to proposals for making business corporations more responsible to shareholders and the public.

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 legislation.

L407 Law of Competition and Deceptive Practices (3 cr.)

Examines and evaluates uses of the law to prevent anticompetitive practices and agreements, including price fixing and the acquisition of competitors; deceptive trade practices such as false or misleading advertising and labeling. Emphasis on the effect upon consumers and competitors.

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.

L510 Business Law—C.P.A. Review (3 cr.)

P: consent of instructor. Open to undergraduates intending to take the C.P.A. examination. Intensive review of those fields of law usually covered by the C.P.A. examination.

Marketing**M301 Introduction to Marketing Management (3 cr.)**

P: A202; Econ. E103-E104, E370; Math. M118, M119 (or consent of instructor). Overview of marketing for all 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. Marketing systems viewed in terms of both public and private policy in a pluralistic society.

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.

M329 Consumer Policy in Marketing (3 cr.)

P: M301 (or consent of instructor). Consumer interests and the objectives of sellers. Market and nonmarket allocation of goods and services. Effectiveness of consumers' institutions and laws. Problems of low-income consumers.

M402 Marketing Systems (3 cr.)

P: M301 (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.

M405 Buyer Behavior (3 cr.)

P: M301 (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.

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: M301 (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.

M418 Advertising Strategy (3 cr.)

P: M301, M303, and M415 (or 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 and Wholesale Management (3 cr.)

P: M301 (or consent of instructor). Management in retail and wholesale institutions; parallel and comparative treatment given to basic management problems and techniques relevant to both institutions. Basic marketing management variables: location and physical facilities, inventories, purchasing, pricing, and promotion.

M426 Sales Management (3 cr.)

P: M301 (or consent of instructor). Management of the field sales force. Basic sales management concepts include organization and staffing, allocation of effort, and control and evaluation. A portion of the course is devoted to the special problems of selling in nonconsumer markets.

M439 Internship in Marketing (cr. arr.)

Open to marketing majors with consent of departmental faculty. On-the-job training and research work with business firms. Supervision exercised by faculty; written reports required.

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 decision-making.

M490 Special Studies in Marketing (cr. arr.)

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

M493 Honors Course—Marketing (cr. arr.)

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

Insurance

N300 Principles of Risk and Insurance (3 cr.)

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

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 coverages; 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.

N413 Life-Health Insurance II (3 cr.)

Life-health insurance company accounting; interpretation of financial statements; taxation of life-health insurance; pricing practices of life-health insurance companies; pensions and group insurance; social insurance; current problems.

N423 Property-Liability Insurance II (3 cr.)

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

Production Management and Industrial Engineering**P200 Technology and Society (3 cr.)**

Technological change and its effects on the individual, the business community, and society. Includes methods of anticipating change, the development and exploitation of technology by firms and assessment of its consequences, and public policy regarding the regulation and support of technological innovation.

P301 Operations Management (3 cr.)

P: A202; Econ. E103-E104, E370; Math. M118, M119. Role of production in a business enterprise; basic types of production processes used in industry. Emphasis on application of economic principles and analytical techniques to decisions made by operations manager of any business.

P421 Analysis of Industrial Operations (3 cr.)

P: K201; Math. M216 or M120; Econ. E471. In-depth investigation of specific problems in operations management, e.g., scheduling, inventory control, and quality control. Development and application of techniques of industrial engineering and operations research to complex problems in operations management.

P429 Industrial Engineering (3 cr.)

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

P480 Internship in Industrial Management (cr. arr.)

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

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

P: consent of instructor. For production majors with a career interest in some area of production other than industrial engineering. 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. 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 (1 cr.)

P: R300. Preparation for the Indiana real estate license examinations. Students expected to be prepared to sit for testing over real estate economics, principles, appraising, and real estate law. Emphasis on the details of the real estate transaction, particularly closing statements.

R341 Residential Construction and Design Laboratory (1 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 method 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. 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: T300, or Econ. E103-E104 and Geog. G414. Transportation from 1800 to date. Relationship between transportation and growth in economic development here and abroad. Regulatory evolution over carriers by rail, road, pipe, and water. Current issues of control.

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.

T405 Traffic and Physical Distribution Management (3 cr.)

P: T300, or Econ. E103-E104 and Geog. G414. Distribution management integrating traffic management through cooperative functions with packaging, materials handling, inventory control, and facility location. Traffic department organization, functions of carrier selection, determination of rates, classification, and routing. Preparation for American Society of Traffic and Transportation certificate examination.

T410 Costs, Demand, and Pricing in Transport (3 cr.)

P: T300, or Econ. E103-E104 and Geog. G414. Nature of the cost and demand functions of railroads, trucklines, pipelines, airlines, and water carriers. Pricing problems. Measurement of company and social costs; their application to transport resources.

T413 Transport Management: Cases and Problems (3 cr.)

P: T300, or Econ. E103-E104 and Geog. G414. 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. 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. Demand analysis, cost allocation, capacity utilization, financial requirements, and labor needs. Problems of rate-making, including monopoly pricing and differential rates.

U490 Independent Study in Public Utilities (cr. arr.)**General and Honors Courses****X293 Sophomore Honors Seminar in Business (1-3 cr.)**

For students in School of Business Honors Program. May be taken twice for credit.

X393 Core Program Honors Seminar (1-3 cr.)

P: F301, M301, P301, W301 concurrent. Restricted to students in School of Business Honors Program.

X395 Independent Honors Study (1-3 cr.)

P: junior standing. For students in School of Business Honors Program. May be taken twice for credit.

X410 Personal Adjustment to Business (1 cr.)

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

X493 Senior 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 (1-3 cr.)

P: senior standing. For students in School of Business Honors Program. May be taken twice for credit.

DEPARTMENT OF ECONOMICS
(College of Arts and Sciences)

NOTE: P—prerequisite; R—recommended; I Sem.—offered First Semester 1973-74; II Sem.—offered Second Semester 1973-74; SS '74—offered in one or more of the Summer Sessions 1974.

- E103 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 emphases for each section appear in the *Schedule of Classes*. I Sem., II Sem., SS '74.
- E104 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 '74.
- S103 Introduction to Microeconomics: Honors (3 cr.)**
Designed for freshman students of superior ability. Covers same core material as E103. Small sections. I Sem.
- S104 Introduction to Macroeconomics: Honors (3 cr.)**
Designed for freshman students of superior ability. Covers same core material as E104. Small sections. II Sem.
- E299 Freshman and Sophomore Seminar in Economics (3 cr.)**
P: one semester of introductory economics with grade of A, and concurrent enrollment in second semester of introductory economics. Group discussion of current economic problems. Papers assigned. Small tutorial sections. II Sem.
- E300 Principles of Economics (5 cr.)**
P: junior standing. Covers essentially the same subject matter as E103-E104. Credit not given for E300 and E301 or E300 and E103 or E104.
- E301 Principles of Environmental Economics (5 cr.)**
P: Environmental Studies major or junior standing. Micro- and macroeconomic principles applied to environmental problems. Political economy of alternative social controls on environmental quality, freedom, incentives, and the distribution of income. Credit not given for E301 and E300, or E301 and E103 or E104.
- 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. 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. I Sem., II Sem.
- 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. 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. Macroeconomics: national income accounting; theory of income, employment, and price level. Counter-cyclical and other public policy measures. I Sem., II Sem.
- E325 Comparative Economic Systems (3 cr.)**
P: E103-E104 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. I Sem., II Sem.
- 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 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., SS '74.

- 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. 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. Monetary and banking system 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 on interest rates, prices, output, and employment. Current problems in monetary policy and theory. II Sem.
- E360 Public Finance: Survey (3 cr.)
P: E103-E104. Major elements of taxation and public expenditures. Not recommended for economics majors. Credit not given for E360 and either E361 or E362. I Sem., II Sem.
- E361 Public Finance: Taxation (3 cr.)
P: E103-E104. 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., II Sem.
- E362 Public Finance: Government Spending (3 cr.)
P: E103-E104. 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. I Sem., II Sem.
- E370 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 not given for both E370 and K310. I Sem., II Sem., SS '74.
- E375 Introduction to Mathematical Economics (3 cr.)
P: E103-E104. Mathematics M118 and M119. Micro- and macroeconomic concepts in a mathematical setting. Basic application of mathematical concepts to marginal analysis, equilibrium, and optimization. Application of matrix theory to input-output analysis and the solution of economic equilibrium. I Sem.
- E385 Economics of Industry (3 cr.)
P: E103. 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.
- E408 Undergraduate Readings in Economics (3 cr. max.)
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. from Colonial Times to 1860 (3 cr.)
P: E103-E104 or consent of the instructor. Economic development of the United States during its transition from a frontier economy to initial industrialization. Emphasizes the timing, pace, and sources of growth, migration, settlement patterns, structural change, and economic activity. I Sem.
- E410 Economic History of the U.S. from 1860 to the Present (3 cr.)
P: E103-E104 or consent of the instructor. Economic development of the United States from the Civil War period to the present. Emphasizes the timing, pace, and sources of growth, structural change, industrialization, government intervention, and income distribution. II Sem.
- E418 Structure of the American Economy (3 cr.)
P: Mathematics M118. Interrelationships between national income and its distribution, population and labor force, investment, technological progress, and consumption patterns. Forecasting the structure of the economy. Input-output analysis and linear programming. II Sem.
- 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. I Sem.
- E420 History of Economic Thought (3 cr.)
P: E103-E104 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 events and ideas in other fields.

- 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. II Sem.
- 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., II 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. 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. I Sem.
- E471 Statistical Theory in Economics and Business (3 cr.)
P: E370 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: E370 or K310. Applications of regression analysis to economic and business data. Estimation and hypothesis testing of the classical regression model. Heteroscedasticity, collinearity, errors in observation, functional forms, and autoregressive models. Estimation of simultaneous equation models. II Sem.
- E483 Resources and Population (3 cr.)
Adequacy of world and regional resource endowment in relation to population. Present and prospective knowledge of nutrition requirements, food production possibilities, sanitation, and population control related to human productivity, dependency burdens, and the growth of income and wealth. I Sem.
- E485 Social Control of Industry (3 cr.)
P: E103-E104. The Corporate Economy: concentrated market power and conglomerate enterprises. The political economy of institutionalized reforms: corporate restructuring, 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. II Sem.
- 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. I Sem., II Sem.
- E496 Foreign Study in Economics (3-8 cr.; once only)
P: consent of Chairman. 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. II Sem., 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.

Faculty of the School of Business, Bloomington 1973-74

-
- ALBRIGHT, S. CHRISTIAN, Ph.D. (Stanford University, 1972), Assistant Professor of Quantitative Business Analysis
- BATEMAN, J. FRED, Ph.D. (Tulane University of Louisiana, 1965), Associate Professor of Business Economics and Public Policy
- BELTH, JOSEPH M., Ph.D. (University of Pennsylvania, 1961); C.L.U.; C.P.C.U.; Professor of Insurance
- BLOOM, GEORGE F., D.B.A. (Indiana University, 1953), Professor of Real Estate Administration, and Real Estate Director
- BONSER, CHARLES F., D.B.A. (Indiana University, 1963), Dean and Professor of Public and Environmental Affairs, and Professor of Business Administration
- BOQUIST, JOHN, Ph.D. (Purdue University, 1973), Assistant Professor of Finance
- BOSSORT, THOMAS R., JR., M.B.A. (Indiana University, 1949), Professor of Management
- BRADY, EUGENE A., Ph.D. (University of California, Berkeley Campus, 1961), Chairman, and Professor of Business Economics
- BRAY, MRS. ESTHER D., A.M. (Indiana University, 1927), Associate Professor Emeritus of Business Education
- BROWN, NICHOLAS K., J.D. (Indiana University, 1969), Assistant Professor of Business Law
- BUNKE, HARVEY C., Ph.D. (University of Illinois, 1951), Associate Dean, and Coordinator of Overseas Projects; Professor of Business Administration
- BUZBY, STEPHEN LEWIS, Ph.D. (The Pennsylvania State University, 1972), Assistant Professor of Accounting
- CABOT, ANTHONY V., JR., Ph.D. (Northwestern University, 1968), Associate Professor of Quantitative Business Analysis
- CORT, STANTON, D.B.A. (Harvard University, 1972), Assistant Professor of Marketing
- CRAWFORD, T. JAMES, Ph.D. (University of Pittsburgh, 1956), Chairman, Business Education and Office Management, 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
- DAVID, H. DONALD, D.B.A. (Indiana University, 1959), Administrative Director, Division of Business Research, and Associate Professor of Business Education
- DAY, RALPH L., Ph.D. (University of North Carolina, 1961), Professor of Business Administration
- DEHAYES, DANIEL W., JR., Ph.D. (The Ohio State University, 1968), Associate Professor of Business Logistics
- DIETERLE, D. LYLE, M.S. (University of Illinois, 1931); C.P.A.; Professor of Accounting
- DOMINGUEZ, LUIS V., Ph.D. (Northwestern University, 1972), Assistant Professor of Marketing
- DONNELL, JOHN D., D.B.A. (Harvard University, 1966); J.D.; Chairman, Business Law, and Professor of Business Administration
- DOWLING, LEO R., M.A. (Indiana University, 1943), Associate Dean of Students, and Adviser to Foreign Students; Assistant Professor of Business Administration
- DVORAK, EARL A., Ed.D. (Indiana University, 1951), Associate Professor of Business Education (School of Business); Associate Professor of Education (School of Education)
- EDWARDS, EDWARD E., M.S. (Indiana University, 1934), Professor Emeritus of Finance
- EWERS, JOSEPH R., D.B.A. (Indiana University, 1959), Adjunct Associate Professor of Business Administration
- EYSTER, ELVIN S., Ed.D. (Indiana University, 1945), Professor Emeritus of Business Administration
- FALK, HAIM, Ph.D. (Hebrew University, 1971), Visiting Assistant Professor of Accounting
- FARMER, RICHARD N., Ph.D. (University of California, Berkeley Campus, 1957), Chairman, and Professor of International Business Administration

- FOUST, JAMES D., Ph.D. (University of North Carolina, 1968), Associate Professor of Business Economics and Public Policy
- FRANKLIN, JOSEPH A., B.S. (Indiana University, 1927), Fiscal Counsel to the President, and Faculty Lecturer in Business Administration
- FRATIANNI, MICHELE, Ph.D. (The Ohio State University, 1971), Assistant Professor of Business Economics
- FRUMER, SAMUEL, D.B.A. (Indiana University, 1960); C.P.A.; Professor of Accounting
- GOLDBERG, MICHAEL, Ph.D. (Northwestern University, 1973), Assistant Professor of Finance
- GORDON, PAUL J., Ph.D. (Syracuse University, 1958), Professor of Management
- GRANBOIS, DONALD H., D.B.A. (Indiana University, 1963), Professor of Marketing
- GREENE, CHARLES N., Ph.D. (The Ohio State University, 1969), Assistant Professor of Personnel and Organizational Behavior
- 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
- HALTERMAN, JEAN C., D.B.A. (Indiana University, 1954), Professor of Marketing
- HAMILTON, J. OGDEN, Ph.D. (Stanford University, 1972), Assistant Professor of Management
- HARING, ALBERT, Ph.D. (Yale University, 1925), Professor Emeritus of Marketing
- HARNETT, DONALD L., Ph.D. (Cornell University, 1964), Professor of Quantitative Business Analysis
- HATCHETT, JOHN T., B.S. (Indiana University, 1947); C.P.A.; Assistant Vice-President and Treasurer for Financial Affairs, and Research Contract Director; Adjunct Assistant Professor of Accounting
- HAY, LEON E., Ph.D. (University of Illinois, 1954); C.P.A.; Chairman, and Professor of Accounting
- HEARD, EDWIN L., D.B.A. (Indiana University, 1970), Visiting Associate Professor of Production Management
- HEINTZ, JAMES ANTHONY, D.B.A. (Washington University, 1972); C.P.A.; Assistant Professor of Accounting
- HEITGER, LESTER E., Ph.D. (Michigan State University, 1971); C.P.A.; Assistant Professor of Accounting
- HERSHEY, GERALD L., Ph.D. (Indiana University, 1971), Assistant Professor of Business Administration
- HETTENHOUSE, GEORGE W., Ph.D. (Purdue University, 1970), Associate Professor of Finance
- HEWITT, CHARLES M., D.B.A. (Indiana University, 1955); J.D.; Professor of Business Law
- HINTON, BERNARD, Ph.D. (Stanford University, 1966), Chairman, Administrative and Behavioral Studies, and Associate Professor of Personnel and Organizational Behavior
- HOGUE, W. DICKERSON, B.A. (Oberlin College, 1938), Research Associate in the International Business Research Institute, and Faculty Lecturer in International Business Administration
- JAFFEE, BRUCE, Ph.D. (Johns Hopkins University, 1971), Assistant Professor of Business Economics
- KROENER, PETER, D.B.A. (Indiana University, 1973), Visiting Assistant Professor of Accounting
- KUNTZ, EDWARD J., Ed.D. (Indiana University, 1956), Associate Dean, Division of Continuing Education, and Professor of Business Administration
- LAMBER, JULIA C., J.D. (Indiana University, 1972), Assistant Professor of Business Law
- LEE, WAYNE Y., Ph.D. (University of California, Los Angeles Campus, 1973), Assistant Professor of Finance
- LOGUE, DENNIS E., Ph.D. (Cornell University, 1971), Assistant Professor of Finance
- LONG, JOHN D., D.B.A. (Indiana University, 1954); C.L.U.; C.P.C.U.; Chairman, and Professor of Insurance
- LUSK, HAROLD F., S.J.D. (The University of Michigan, 1941), Professor Emeritus of Business Law
- MACKAY, DAVID, Ph.D. (Northwestern University, 1971), Assistant Professor of Marketing

- MARCUS, MORTON JOSIAH, M.A. (Washington University, 1963), Research Economist in the Division of Research, and Lecturer in Business Economics and Public Policy
- MARTIN, DAVID D., Ph.D. (University of California, Los Angeles Campus, 1955), Professor of Business Economics and Public Policy
- MARTIN, E. WAINRIGHT, JR., Ph.D. (The Ohio State University, 1952), Chairman of Quantitative Business Analysis, Acting Chairman of Production Management, and Professor of Business Administration
- MATULICH, SERGE, Ph.D. (University of California, Berkeley Campus, 1971), Assistant Professor of Accounting
- MEE, JOHN F., Ph.D. (The Ohio State University, 1959), Mead Johnson Professor of Management; Dean of the Division of General and Technical Studies; Chairman of the Long Range Managerial Planning Committee in the Aerospace Research Application Center
- METZGER, MICHAEL B., J.D. (Indiana University, 1969), Visiting Lecturer in Business Law
- MILLER, JOSEPH C., Ph.D. (University of Wisconsin, 1971), J.D. (University of Chicago, 1963), Assistant Professor of Marketing
- MILROY, ROBERT R., Ph.D. (University of Iowa, 1938), J.D. (Indiana University, 1956); C.P.A.; Professor of Accounting
- MULHOLLAND, JOHN D., Adjunct Assistant Professor of Accounting
- 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
- NEHRT, LEE C., Ph.D. (Columbia University, 1962), Professor of International Business
- NOVIT, MITCHELL S., Ph.D. (The University of Michigan, 1966), Associate Professor of Personnel and Organizational Behavior
- OLSHAVSKY, RICHARD WILLIAM, Ph.D. (Carnegie-Mellon University, 1967), Associate Professor of Marketing
- ORGAN, DENNIS WAYNE, Ph.D. (University of North Carolina, 1970), Assistant Professor of Personnel and Organizational Behavior
- OTTESON, SCHUYLER F., Ph.D. (The Ohio State University, 1948), Dean, and Professor of Business Administration
- PANSCHAR, WILLIAM G., Ph.D. (Northwestern University, 1956), Chairman of the Undergraduate Program, and Professor of Marketing
- PATTERSON, JAMES M., Ph.D. (Cornell University, 1961), Chairman, and Professor of Marketing
- PERKINS, WILLIAM C., D.B.A. (Indiana University, 1966), Associate Professor of Quantitative Business Analysis
- PFISTER, RICHARD L., Ph.D. (Massachusetts Institute of Technology, 1959), Director, Division of Research, Coordinator of Research, and Professor of Applied Urban Economics
- PIERSON, PHYLLIS, M.B.A. (Indiana University, 1970), Visiting Lecturer in Business Economics and Public Policy
- PINNELL, W. GEORGE, D.B.A. (Indiana University, 1954), Vice-President, and Treasurer; Professor of Business Administration
- PORTER, JOHN H., D.B.A. (Indiana University, 1956), Assistant Dean for Student Affairs, and Professor of Business Administration
- POWELL, CHARLES RANDALL, M.B.A. (Indiana University, 1966), Associate Director of the Business Placement Office
- PRESSLER, STANLEY A., M.B.A. (Northwestern University, 1938); C.P.A.; Professor of Accounting
- PRICKETT, ALVA L., M.A. (University of Illinois, 1918), Professor Emeritus of Accounting
- RABER, NEVIN W., M.A., M.A. in L.S. (Indiana University, 1952), Business Librarian, and Assistant Professor of Business Administration
- REITZ, H. JOSEPH, JR., Ph.D. (Massachusetts Institute of Technology, 1969), Associate Professor of Business Administration
- ROBERTSON, ROSS M., Ph.D. (University of Kansas, 1948), Director of Business History Studies; Professor of Business Economics and Public Policy

- ROSE, GERALD L., Ph.D. (University of California, Berkeley Campus, 1969), Visiting Associate Professor of Administrative and Behavioral Studies
- ROSE, KARYN L., M.S. (Southern Illinois University, 1967), Visiting Lecturer in Business Education
- RUE, LESLIE, Ph.D. (Georgia State University, 1973), Assistant Professor of Business Administration
- RUTHERFORD, JANET, M.S. (Indiana University, 1972), Visiting Lecturer in Business Education
- RYAN, WILLIAM G., M.B.A. (Harvard University, 1956), Publications Director, Division of Research, and Assistant Professor of Business Administration
- SAUER, DONALD H., D.B.A. (Indiana University, 1959), Professor of Finance
- SAUVAIN, HARRY C., D.C.S. (New York University, 1935), University Professor Emeritus of Finance
- SCHALLER, HOWARD G., Ph.D. (Duke University, 1953), Professor of Business Economics and Public Policy, and Director, International Business Research Institute
- 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
- SHAFFER, ROBERT H., Ph.D. (New York University, 1945), Professor of Business Administration (School of Business); Professor of Education (School of Education, Graduate School)
- SILVERSTEIN, NATHAN L., Ph.D. (University of Wisconsin, 1936); Professor of Finance
- SIMKOWITZ, MICHAEL A., Ph.D. (New York University, 1970), Associate Professor of Finance
- SIMS, HENRY, Ph.D. (Michigan State University, 1971), Assistant Professor of Business Administration
- SLUSHER, ALLEN, Ph.D. (University of Iowa, 1973), Assistant Professor of Business Administration
- SMERK, GEORGE M., JR., D.B.A. (Indiana University, 1963), Professor of Transportation
- SNIDER, J. DOUGLAS, M.B.A. (Indiana University, 1949), Director of the Business Placement Office, and Associate Professor of Management
- STARR, GEORGE W., M.S. (The Ohio State University, 1925), Professor Emeritus of Public Utilities and Transportation
- STEPHENSON, P. RONALD, Ph.D. (The Ohio State University, 1966), Associate Professor of Marketing
- STEVENSON, CHARLESE T., M.S. (Indiana University, 1968), Visiting Lecturer in Business Education
- STOCKTON, R. STANSBURY, Ph.D. (The Ohio State University, 1956), Chairman of the Doctor of Business Administration Program, and Professor of Management
- SUELFLOW, JAMES, Ph.D. (University of Wisconsin, 1965), Associate Professor of Business Administration
- SUMMERS, JOHN O., Ph.D. (Purdue University, 1968), Associate Professor of Marketing
- THORELLI, HANS B., Ph.D. (University of Stockholm, Sweden, 1954); LL.B.; E. W. Kelley Professor of Business Administration
- TIMMS, HOWARD L., D.B.A. (Indiana University, 1955), Professor of Management
- TURNER, ROBERT C., Ph.D. (The Ohio State University, 1937), Distinguished Professor of Business Economics and Public Policy
- TUTTLE, DONALD LATHAM, Ph.D. (University of North Carolina, 1965), Chairman, and Professor of Finance
- UTTERBACK, JAMES, Ph.D. (Massachusetts Institute of Technology, 1968), Associate Professor of Business Administration
- WALDEN, ROBERT E., Ph.D. (University of Iowa, 1938), C.P.A.; Professor of Accounting
- WALDMAN, JOSEPH M., D.B.A. (Indiana University, 1966), Assistant Dean for Administration, Associate Coordinator of Overseas Projects, and Associate Professor of Business Administration
- WALL, JAMES A., JR., Ph.D. (University of North Carolina, 1972), Assistant Professor of Personnel and Organizational Behavior
- WATERS, L. LESLIE, Ph.D. (University of Illinois, 1939), University Professor of Transportation and of Business History

- WEIMER, ARTHUR M., Ph.D. (University of Chicago, 1934), Special Assistant to the President; Savings and Loan Professor of Business Administration; Professor of Real Estate Administration
- WELLS, HERMAN B., M.A., LL.D. (Indiana University, 1927, 1962), Chancellor of the University; Professor Emeritus of Business Administration
- WENTWORTH, JACK R., D.B.A. (Indiana University, 1959), Chairman of the Master of Business Administration Program, and Professor of Business Administration
- WILLETT, RONALD P., D.B.A. (Indiana University, 1959), Professor of Marketing
- WILLIAMS, EDGAR G., D.B.A. (Indiana University, 1952), Executive Assistant to the President for Organizational Affairs, and Professor of Business Administration
- WILSON, GEORGE W., Ph.D. (Cornell University, 1955), Professor of Economics (College of Arts and Sciences, Graduate School); Professor of Business Administration (School of Business)
- WINKLER, ROBERT L., Ph.D. (University of Chicago, 1966), Professor of Quantitative Business Analysis
- WOLKOFF, DENNIS, J.D. (Harvard University, 1971), Assistant Professor of Business Law
- WOOD, DONALD A., Ph.D. (Purdue University, 1968), Associate Professor of Business Administration
- WYLLIE, EUGENE D., Ed.D. (Indiana University, 1961), Associate Professor of Business Education (School of Business); Associate Professor of Education (School of Education)

Faculty of the Department of Economics
(College of Arts and Sciences and Graduate School, Bloomington)

- ANDREWS, WILLIAM H., Ph.D. (University of Chicago, 1949), Professor of Economics
BACHMURA, FRANK T., Ph.D. (University of Chicago, 1953), Associate Professor of Economics
BATCHELOR, JOSEPH A., Ph.D. (Northwestern University, 1942), Associate Professor of Economics
BEHLING, DAVID J., JR., Ph.D. (Harvard University, 1971), Assistant Professor of Economics
BERRY, SARA S., Ph.D. (The University of Michigan, 1967), Assistant Professor of Economics
BOUGHTON, JAMES M., Ph.D. (Duke University, 1969), Associate Professor of Economics
CAMPBELL, ROBERT W., Ph.D. (Harvard University, 1956), Professor of Economics
CAULEY, TROY J., Ph.D. (University of Wisconsin, 1931), Professor Emeritus of Economics
CHRISTENSON, CARROLL L., Ph.D. (University of Chicago, 1931), Professor Emeritus of Economics
CRAWFORD, MARY M., Ph.D. (Columbia University, 1942), Associate Professor Emeritus of Economics
DEWITT, NICHOLAS, Ph.D. (Harvard University, 1962), Professor of Economics
VON FURSTENBERG, GEORGE M., Ph.D. (Princeton University, 1966), Professor of Economics
GEHRELS, FRANZ, Ph.D. (Stanford University, 1953), Professor of Economics
GORDON, H. SCOTT, Ph.D. (McGill University, Canada, 1964), Professor of Economics
GREEN, R. JEFFERY, Ph.D. (University of Illinois, 1967), Assistant Professor of Economics
KIESLING, HERBERT J., Ph.D. (Harvard University, 1965), Associate Professor of Economics
KLEIN, MICHAEL A., Ph.D. (Northwestern University, 1968), Associate Professor of Economics
KUZNETS, PAUL W., Ph.D. (Yale University, 1964), Associate Professor of Economics
LOESCHER, SAMUEL M., Ph.D. (Harvard University, 1950), Professor of Economics
MAGILL, MICHAEL J. P., Ph.D. (Brown University, 1970), Assistant Professor of Economics
MILLER, TAULMAN A., Ph.D. (Yale University, 1943), Professor of Economics
MORRISON, CLARENCE C., Ph.D. (University of North Carolina, 1964), Professor of Economics
ORR, LLOYD D., Ph.D. (Northwestern University, 1964), Associate Dean, College of Arts and Sciences, and Associate Professor of Economics
PLEETER, SAUL, Ph.D. (State University of New York at Buffalo, 1971), Assistant Professor of Economics
ROBERTS, HARRISON K., Ph.D. (Indiana University, 1971), Assistant Professor of Economics
SAUNDERS, W. PHILLIP, Ph.D. (Massachusetts Institute of Technology, 1964), Professor of Economics
SCHWEITZER, ARTHUR, Ph.D. (University of Basel, Switzerland, 1936), Professor of Economics
SHERE, LOUIS, Ph.D. (Columbia University, 1932), Professor Emeritus of Economics
SPULBER, NICOLAS, Ph.D. (New School for Social Research, 1952), Professor of Economics
STOLNITZ, GEORGE J., Ph.D. (Princeton University, 1952), Professor of Economics
STROMSDORFER, ERNST W., Ph.D. (Washington University, 1962), Associate Professor of Economics
WALTON, GARY M., Ph.D. (University of Washington, 1966), Associate Professor of Economics
WHALEN, EDWARD L., Ph.D. (Princeton University, 1964), Director of the Office of Budgetary Analysis and Planning; Associate Professor of Economics

- WICKER, ELMUS R., Ph.D. (Duke University, 1956), Chairman, and Professor of Economics
- WILSON, GEORGE W., Ph.D. (Cornell University, 1955), Professor of Economics (College of Arts and Sciences, Graduate School); Professor of Business Administration (School of Business)
- WITNEY, FRED, Ph.D. (University of Illinois, 1947), Professor of Economics
- WITTE, JAMES G., JR., Ph.D. (Indiana University, 1956), Professor of Economics

Faculty at Other Indiana University Campuses

- AGGARWAL, RAJ K., M.B.A. (Kent State University, 1970), Lecturer in Business Administration, Northwest
- ALBERT, EMIL, D.B.A. (Michigan State University, 1971), Associate Lecturer in Business Administration, South Bend
- ANDERSON, RONALD D., Ed.D. (Indiana University, 1972), Assistant Professor of Business Administration, Indianapolis
- BALES, JOHN E., Ph.D. (Michigan State University, 1973); C.P.A.; Associate Professor of Business Administration, Fort Wayne
- BARTHOLOMEW, A. WAYNE, Ph.D. (Cornell University, 1968), Associate Professor of Economics, South Bend
- BAUMAN, MARTIN C., M.A. (University of Nebraska, 1941), Instructor in Business and Economics, Southeast
- BERRY, JAMES M., Ph.D. (University of Iowa, 1970), Associate Professor of Business Administration, Fort Wayne
- BOGAR, BERNERD, Ph.D. (Indiana University, 1964), Chairman, and Professor of Economics, Indianapolis
- BONHOMME, RAYMOND F., M.B.A. (Indiana University, 1967); C.P.A.; Assistant Professor of Business Administration, Kokomo
- BOWLES, WINDELL W., M.B.A. (University of Louisville, 1963); C.P.A.; Associate Lecturer in Business Administration, Southeast
- BRADEN, SAMUEL E., Ph.D. (University of Wisconsin, 1941), Chairman of the Division of Business and Economics, and Professor of Economics, Southeast
- BUCHANAN, LEE E., J.D. (University of Louisville, 1972), Associate Lecturer in Business Administration, Southeast
- BULLION, GEORGE W., Ph.D. (Purdue University, 1970), Administrative Director of Graduate Studies in Business Administration, and Assistant Professor of Business and Economics, Fort Wayne
- BURNETT, RAY, JR., M.B.A. (University of Detroit, 1959), Lecturer in Business Administration, South Bend
- CALKINS, GERALD J., M.S.I.E. (University of Toledo, 1967), Lecturer in Business Administration, Fort Wayne
- CARLUCCI, COSIMO A., Ph.D. (New York University, 1967), Associate Professor of Business Administration, Northwest
- CHILDERS, VICTOR E., D.B.A. (Indiana University, 1967), Associate Professor of Business Administration, Indianapolis
- CLINE, DONALD G., M.B.A. (The University of Michigan, 1948); C.P.A.; Assistant Professor of Accounting, South Bend
- CROOKS, EDWIN W., D.B.A. (Indiana University, 1959), Chancellor, Indiana University Southeast; Professor of Business Administration
- DAMBRAUSKAS, AL, M.A. (Ball State University, 1970); C.P.A.; Assistant Professor of Business Administration, Northwest
- DECOSTER, THOMAS A., Ph.D. (University of Notre Dame, 1968), Director, and Associate Professor of Public and Environmental Affairs, South Bend
- DIAL, DONNA, Ph.D. (Florida State University, 1969), Assistant Professor of Economics, Indianapolis
- DILLMAN, HAROLD E., J.D. (University of Louisville, 1969), Associate Lecturer in Business Administration, Southeast
- D'OUVILLE, EDMOND, M.B.A. (New Mexico State University, 1970); C.P.A.; Assistant Professor of Business Administration, Northwest
- ENGLEDOW, JACK L., M.B.A. (Butler University, 1964), Assistant Professor of Business, Indianapolis
- FELDMAN, SIDNEY P., D.B.A. (Indiana University, 1960), Chairman of the Division of Business Administration, and Professor of Marketing, Northwest
- FOWLER, EARLE B., J.D. (University of Louisville, 1948); C.P.A.; Associate Lecturer in Business Administration, Southeast
- GRECKEL, FAY E., Ph.D. (Indiana University, 1969), Associate Professor of Economics, Southeast

- GREENLEAF, ROBERT W., D.B.A. (Indiana University, 1961), Professor of Finance and of Health Administration, Indianapolis
- GUTHRIE, THOMAS L., Ph.D. (Purdue University, 1970), Associate Professor of Business Administration, Fort Wayne
- HALL, ROBERT W., D.B.A. (Indiana University, 1972), Assistant Professor of Business Administration, Indianapolis
- HANRAHAN, GEORGE D., Ph.D. (University of Minnesota, 1964), Associate Professor of Economics, South Bend
- HARLOW, HOWARD, M.B.A. (Indiana University, 1964), Lecturer in Business Administration, South Bend
- HARRIMAN, GERALD E., Ph.D. (University of Cincinnati, 1958), Chairman of the Division of Business and Economics, and Professor of Business Administration, South Bend
- HELMKAMP, JOHN G., D.B.A. (Indiana University, 1968), Associate Professor of Business Administration, Indianapolis
- HORVATH, PHILIP A., M.S.B.A. (Indiana University at South Bend, 1971), Lecturer in Business Administration, South Bend
- HOTOPP, ROBERT J., M.B.A. (Indiana University, 1960); C.P.A.; J.D.; Associate Professor of Business Administration, East
- JENNINGS, ROBERT M., D.B.A. (Indiana University, 1959), Professor of Business Administration, Southeast
- JERMAN, ROGER E., D.B.A. (University of Oklahoma, 1973), Assistant Professor of Business Administration, Indianapolis
- JONES, WILLIAM P., JR., J.D. (Indiana University, 1958); C.P.A.; Assistant Professor of Business Administration, Indianapolis
- JORAY, PAUL A., Ph.D. (University of Illinois, 1971), Assistant Professor of Economics, South Bend
- KAMEN, JOSEPH M., Ph.D. (University of Illinois, 1955), Professor of Marketing, Northwest
- KAMNIKAR, JUDITH A., M.S. (Northern Illinois University, 1965); C.P.A.; Assistant Professor of Business Administration, Fort Wayne
- KANNING, JAMES A., M.S.B.A. (Indiana University at South Bend, 1972), Administrative Assistant, and Director of Business Placement, and Associate Lecturer in Business Administration, South Bend
- KHERA, INDER P., Ph.D. (University of Iowa, 1968), Associate Professor of Business Administration, Northwest
- KIRK, ROBERT J., Ph.D. (Iowa State University, 1969), Assistant Professor of Economics, Indianapolis
- KOCHANOWSKI, PAUL, M.B.A. (Loyola University, 1969), Assistant Professor of Economics, South Bend
- KOO, SHOU-ENG, Ph.D. (Columbia University, 1961), Associate Professor of Economics, Indianapolis
- LAVELY, JOSEPH A., Ph.D. (University of Iowa, 1970), Assistant Professor of Business Administration, Fort Wayne
- LEONARD, EDWIN C., Ph.D. (Purdue University, 1970), Assistant Professor of Business Administration, Fort Wayne
- LYNN, STUART R., Ph.D. (University of North Carolina, 1971), Assistant Professor of Business and Economics, Fort Wayne
- MASSOUD, MARCOS, M.B.A. (New York University, 1969), Assistant Professor of Business Administration, South Bend
- MURPHY, DENNIS RAE, M.A. (Western Washington State College, 1970), Lecturer in Economics, Northwest
- NAFFZIGER, FRED J., J.D. (University of Illinois, 1970), Assistant Professor of Business Administration, South Bend
- NASTA, MANOHAR D., Ph.D. (University of Oklahoma, 1968), Associate Professor of Business Administration, South Bend
- NTAMERE, CHARLES C., Ph.D. (University of Notre Dame, 1970), Assistant Professor of Economics, Northwest
- OH, MOONSONG, Ph.D. (University of Pennsylvania, 1970), Assistant Professor of Business and Economics, Fort Wayne
- PATI, GOPAL C., Ph.D. (Illinois Institute of Technology, 1970), Assistant Professor of Business Administration, Northwest

- PECK, JOHN E., Ph.D. (University of Notre Dame, 1969), Associate Professor of Economics, South Bend
- PERSON, MARJORIE P., D.B.A. (Indiana University, 1965), Associate Professor of Business Administration, Fort Wayne
- REILLY, C. WILLIAM, J.D. (University of Iowa, 1953), Associate Professor of Business Administration, Northwest
- RICHARDS, ROY W., JR., D.B.A. (Indiana University, 1967); C.P.A.; Associate Professor of Business Administration, Fort Wayne
- RIGGS, WILLIAM H., M.B.A. (University of New Mexico, 1964); C.P.A.; Assistant Professor of Business Administration, Southeast
- ROBINSON, ROBERT N., M.B.A. (Indiana University, 1948); C.P.A.; Associate Professor of Accounting, South Bend
- SHIPCHANDLER, ZOHER, D.B.A. (Indiana University, 1972), Assistant Professor of Business Administration, Fort Wayne
- SILHA, JOHN D., M.B.A. (Indiana University, 1957), Associate Lecturer in Business Administration, South Bend
- SINGER, LESLIE P., Ph.D. (Indiana University, 1958), Chairman, and Professor of Economics, Northwest
- SLOSSON, FRED R., M.B.A. (University of Chicago, 1958); C.P.A.; Assistant Professor of Business Administration, Northwest
- SPEROS, PLATON, M.B.A. (Indiana University, 1952); C.P.A.; Associate Professor of Business Administration, Northwest
- STARKWEATHER, WILLIAM O., Ph.D. (Kent State University, 1973), Assistant Professor of Business Administration, South Bend
- STEVENS, ROBERT W., Ph.D. (The University of Michigan, 1950), Professor of Business Administration, Northwest
- STONEBARGER, DEWAYNE, A., Ph.D. (University of Iowa, 1955), Chairman of the Division of Business and Economics, and Professor of Business Administration, Fort Wayne
- SUNDAY, ALEXANDER ALAN, M.A. (University of Illinois, 1968), Lecturer in Business and Economics, Fort Wayne
- SWANDA, JOHN R., Ph.D. (University of Illinois, 1968), Associate Professor of Business Administration, South Bend
- SWANSON, DONALD F., Ph.D. (University of Florida, 1960), Professor of Economics and Business Administration, Southeast
- TAWADROS, MILAD A., Ph.D. (University of Iowa, 1966), Associate Professor of Economics, South Bend
- TOOL, KENT I., M.B.A. (Indiana University, 1962), Director of Placement, Northwest
- TROSPER, JOSEPH F., D.B.A. (Indiana University, 1954); C.P.C.U.; Chairman, and Professor of the Division of Business Administration, Indianapolis
- UNDERHILL, H. FABIAN, Ph.D. (University of California, Berkeley Campus, 1935), Associate Professor of Economics, Indianapolis
- WAKEFIELD, GORDON D., M.S. (Brigham Young University, 1965), Coordinator of Academic Computer Services, Fort Wayne
- WALTZ, LOREN E., D.B.A. (Indiana University, 1959), Professor of Business Administration, South Bend
- WEINRAUCH, J. DONALD, M.S. (Northern Illinois University, 1967), Assistant Professor of Business Administration, South Bend
- WING, GEORGE A., D.B.A. (Indiana University, 1964), Professor of Business Administration and Economics, South Bend
- WITHEY, JOHN J., Ph.D., (The Ohio State University, 1973), Assistant Professor of Business Administration, South Bend
- WOLFE, ARTHUR D., J.D. (The Ohio State University, 1968), Assistant Professor of Business Administration, South Bend

