

# Indiana University Bulletin

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## School of Business Graduate Programs

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Bloomington and Indianapolis Campuses 1978/79



## INDIANA UNIVERSITY

### *Academic Programs in*

- ★ College of Arts and Sciences
  - School of Journalism
- ★ School of Business\*
- ★ School of Continuing Studies†
- ★ 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
- ★ School of Law—Bloomington
- ★ School of Law—Indianapolis
- ★ 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 Optometry
- ★ School of Physical Education
- ★ School of Public and Environmental Affairs
- ★ School of Social Work
- ★ Summer Sessions
- ★ University Division

Bulletins for the divisions of the University marked (★) above may be obtained from the Office of Records and Admissions, Student Services Building, Indiana University, Bloomington, Indiana 47401. (Please note that there are two Indiana University Schools of Law, and be sure to specify whether you want a bulletin of the Bloomington or the Indianapolis School.)

Write directly to the individual regional campus for its bulletin.

\* 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 School (Owen Hall).

‡ Information concerning programs of the Division of General and Technical Studies may be obtained from the Division office, 317 East Second Street, Bloomington, Indiana 47401.



**SCHOOL OF BUSINESS  
GRADUATE PROGRAMS  
BLOOMINGTON-INDIANAPOLIS**

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

# Calendar, 1978-79

## Bloomington and Indianapolis Campuses

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

First Semester		
	Bloomington	Indianapolis
New student orientation and counseling (for University Division, transfer, and graduate students)	Aug. 21, 22; M, T	
Registration and counseling	Aug. 23-25, 26; W, R, F, S	Aug. 15-19, 21; T, W, R, F, S, M
Classes begin	Aug. 28, M, 7:30 a.m.	Aug. 23, W
Labor Day	Sept. 4, M (classes meet)	Sept. 4, M
Midterm reports due	Oct. 20, F, 5:00 p.m.	
Thanksgiving Recess begins (after last class)	Nov. 21, T	Nov. 21, T
Classes resume	Nov. 27, M	Nov. 27, M
Classes end	Dec. 13, W	Dec. 11, M
Departmental Exams begin	Dec. 14, R	Dec. 12, T
Departmental Exams end	Dec. 16, S	Dec. 18, M

Second Semester		
New student orientation and counseling (for University Division, transfer, and graduate students)	to be announced	
Registration and counseling	Jan. 3-6; W, R, F, S	Jan. 2-6; T, W, R, F, S
Classes begin	Jan. 8, M	Jan. 8, M
Midterm reports due	Mar. 2, F, 5:00 p.m.	
Spring recess begins (after last class)	Mar. 24, S	Mar. 3, S
Classes resume	Apr. 2, M	Mar. 10, M
Founders Day*	Apr. 18, W	
Classes end	Apr. 27, F	Apr. 27, F
Departmental Exams begin	Apr. 28, S	Apr. 30, M
Departmental Exams end	May 1, T	May 6, Sun.
Commencement	May 6, Sun.	May 13, Sun.

### Bloomington Summer Sessions, 1979

First Summer Session (6 weeks)			Second Summer Session (8 weeks)		
Counseling	May 2, W		Counseling	June 12, 13; T, W	
Registration	May 2, W		Registration	June 12, 13; T, W	
Classes begin	May 3, R		Classes begin	June 14, R	
Memorial Day (classes meet)	May 28, M		Independence Day recess	July 4, W	
Classes end	June 11, M		Classes end	Aug. 7, T	
<i>Intensive Session I</i>			<i>Intensive Session III</i>		
Registration	May 2, W		Registration	June 12, 13; T, W	
Classes begin	May 3, R		Classes begin	June 14, R	
Classes end	May 21, M		Classes end	July 2, M	
<i>Intensive Session II</i>			<i>Intensive Session IV†</i>		
Registration	May 23, W		Registration	July 5, R	
Classes begin	May 24, R		Classes begin	July 6, F	
Classes end	June 11, M		Classes end	July 23, M	
<i>Intensive Session V‡</i>					
Registration	July 24, T				
Classes begin	July 24, T				
Classes end	Aug. 7, T				

### Indianapolis Summer Session I

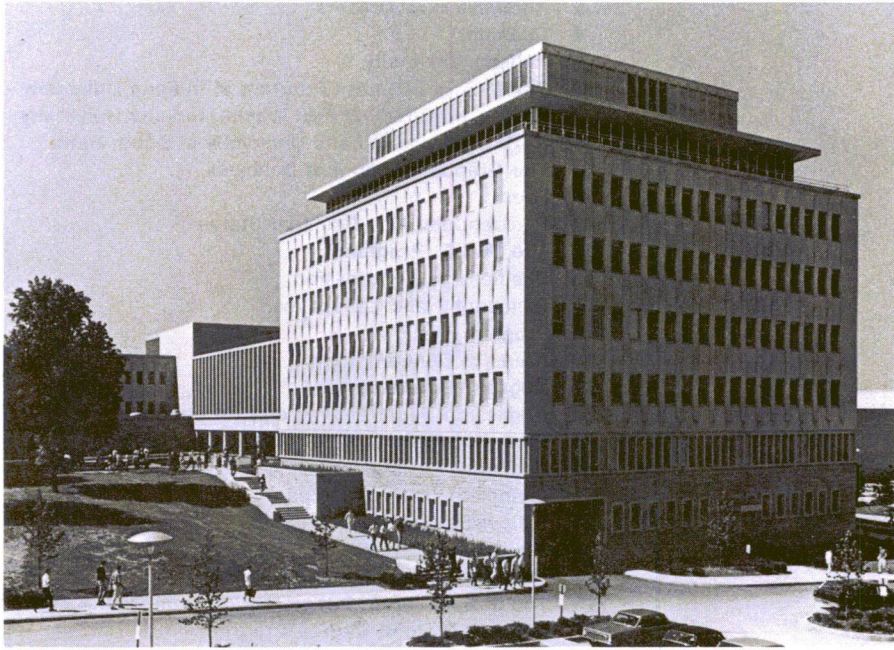
Registration	May 7, 8; M, T
Classes begin	May 9, W
Memorial Day recess	May 28, M
Classes end	June 20, W

### Indianapolis Summer Session II

Registration	June 21, 22; R, F
Classes begin	June 25, M
Independence Day recess	July 4, W

- \* 9:30, 10:30, 11:30, and 12:30 classes do not meet.  
† One Saturday class meeting necessary in this session.  
‡ Two Saturday class meetings necessary in this session.

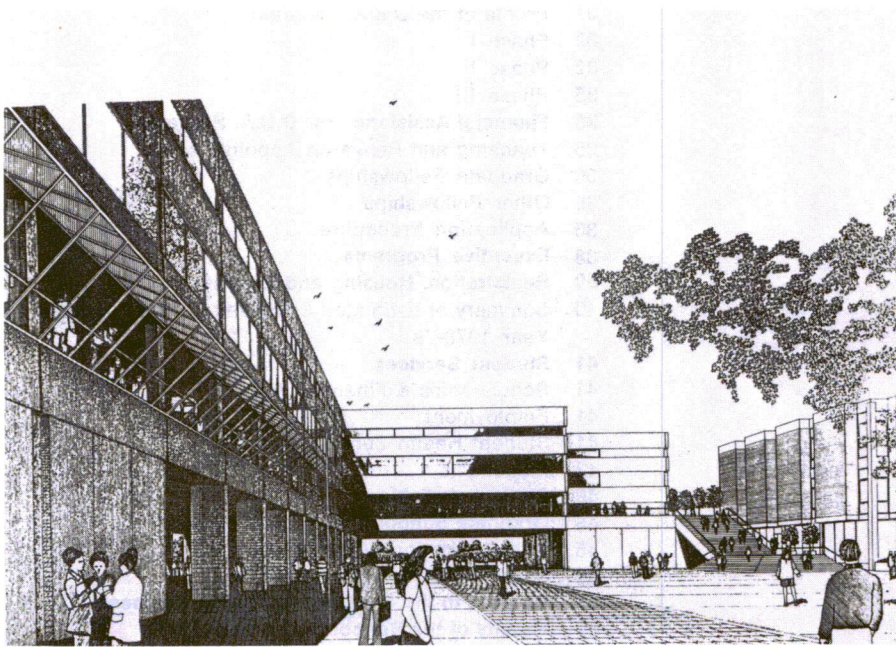




Bloomington



Indianapolis





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## **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 state-wide 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 tenth largest in the nation with an enrollment totaling nearly 78,000 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 Continuing Studies  
School of Education  
School of Health, Physical Education, and Recreation  
School of Law—Bloomington  
School of Music  
School of Optometry  
School of Public and Environmental Affairs  
Graduate School  
Graduate Library School  
University (Freshman) Division

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

Indiana University Medical Center  
Indiana University School of Medicine  
Indiana University School of Medicine—Division of Allied Health Sciences  
Indiana University School of Dentistry  
Indiana University School of Nursing  
Indiana University School of Law—Indianapolis  
Indiana University School of Social Work  
Indiana University School of Business  
Indiana University School of Education  
Indiana University School of Public and Environmental Affairs  
IUPUI School of Continuing Studies—IUPUI Division  
Herron School of Art  
IUPUI School of Liberal Arts  
IUPUI School of Science  
IUPUI School of Engineering and Technology  
IUPUI School of Physical Education  
IUPUI University Division

### **The Regional Campuses**

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

The regional 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 8,000,000 items. Included in 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.

### **The M.S. in Business at Indiana University - Purdue University at Fort Wayne, Indiana University Northwest, and Indiana University at South Bend**

The purpose of the M.S. in Business is to provide high-level graduate education for adults, most of whom are employed in positions of considerable responsibility. This Program is designed for those who have demonstrated the potential for responsible business leadership necessary in a dynamic environment. Since the program accommodates mainly the full-time employed student, the emphasis is upon a broad exposure to managerial decision-making, with only very limited opportunities for functional area specializations. In addition to developing a basic understanding of the functional areas of business and their interrelationships, the program attempts to challenge the initiative and creativity of each student and to encourage the highest development of his or her potential.

The student body is almost exclusively composed of candidates who have some years of work experience and who continue to hold full-time jobs while engaged in this program. Most of them enter the program because their present and/or future positions require increased managerial competence.

The M.S. degree requires 36 credit hours. Because of its length, the nature of the student body, and the fact that its graduates are expected to make decisions in an environment subject to rapid technological change, the course of study emphasizes a broad approach as the basis for future learning adaptation, and development.

The curriculum is designed to guide each candidate to the type of business management education most needed in his or her community.



For additional information, write to:

Director of the M.S. in Business Program  
Indiana University - Purdue University at Fort Wayne  
2101 Coliseum Boulevard East  
Fort Wayne, Indiana 46805

Director of the M.S. in Business Program  
Indiana University Northwest  
3400 Broadway  
Gary, Indiana 46408

Director of the M.S. in Business Program  
Indiana University at South Bend  
1825 Northside Boulevard  
South Bend, Indiana 46615



Business Library



## The Graduate School of Business

### Bloomington and Indianapolis

#### Graduate Study

Graduate study in business at Indiana University consists of two programs: the Master of Business Administration Program (M.B.A.) and the Doctor of Business Administration Program (D.B.A.). Although these programs differ, each is important to the school and is closely inter-related with and supportive of the other. There are approximately 100 candidates in the D.B.A. Program and 600 full-time candidates in the M.B.A. Program. In addition, there are about 400 candidates in the M.B.A. Career Integrated Program (M.B.A./C.I.P.), which is an identical program offered in the evening for candidates who are already pursuing careers.

At the M.B.A. level, the curriculum is primarily based on preparing the candidate for a career in management. It is a professional program aimed at talented individuals with managerial and entrepreneurial inclinations. The M.B.A. Program is designed to provide these individuals with professional training which will equip them to discharge executive responsibilities.

The Indiana M.B.A. Program is broad in both scope and emphasis. It attempts to integrate analytical and conceptual skills with the functions of business in a way that will prepare the candidate for a long and successful career in management. There is no single teaching method. Over the four semesters, the candidate will be exposed to lecture and discussion, seminars, computer simulation, and the case method.

Programs at the D.B.A. level are academically oriented toward the development of professional scholars, teachers, and researchers. Research, teaching, and study experiences are emphasized through courses, reading, symposia, and close association with faculty members. Those candidates who have a potential interest in doctoral study are encouraged to discuss this goal with their advisers, who will assist the candidates in planning specific programs.

Doctoral study in business administration is based on a thorough commitment of the individual student to scholarly excellence and on the concomitant resolution by the institution to provide the best possible resources in both faculty and facilities.

#### Fees

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

**Fee Courtesy.** Fees for a *full-time (100% F.T.E.)* employee enrolled in 1-6 credit hours in a semester or summer sessions will be assessed at one half the resident credit-hour rate at the campus where the employee enrolls, for the actual number of hours taken. Fees for credit hours in excess of six (6) in a semester or summer sessions will be assessed at full resident rate on that campus. The spouse of a *full-time (100% F.T.E.)* employee will be entitled to a fee courtesy consisting of a credit of one half of the resident undergraduate fee rate at the campus



where the spouse enrolls for each credit hour up to a maximum of three credit hours per semester or summer sessions. This credit will be applied against the full fees of the student at the appropriate resident or non-resident rate.

**Veterans 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.

## Schedule of Fees, 1978-79

	Rates Per Credit Hour	
	Indiana Resident	Nonresident
First and Second Semesters and Summer Session	\$38	\$90

### Fee Refund Schedule

#### *First and Second Semesters*

When a student withdraws from a course or courses, a refund of fees paid will be made for each course involved as follows:

For withdrawal during the first week of classes (through "Drop-Add Day")—100% refund.

For withdrawal during the second and third weeks of classes—50% refund or all fees paid except \$50, whichever is larger.

For withdrawal thereafter—no refund.

#### *Summer Session*

For withdrawal during the first week of classes (through "Drop-Add Day")—100% refund.

For withdrawal during the second week of classes—50% refund or all fees paid except \$50, whichever is larger.

For withdrawal thereafter—no refund.

## Confidentiality of Records

Indiana University, in compliance with the General Education Provisions Act, Section 438, titled Family Educational Rights and Privacy Act, provides that all student records are confidential and available only to that student, and to the parents, if the student is under twenty-one and dependent as defined by IRS standards. The student may review his record upon request and may ask for deletions or corrections of the record in a hearing process described in detail in the *Statement of Student Rights and Responsibilities*. References, recommendations, and other similar documents may carry a voluntary waiver relinquishing the student's right to receive this specific material. The student may also release the record to others by signing a written release available in the offices which maintain records. Further details regarding the provisions of the "Privacy Act" and a list of offices where student records are kept may be found in the *Statement of Student Rights and Responsibilities* distributed at fall registration or available in the Office of the Dean for Student Affairs.

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

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

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

1. "Residence" as the term, or any of its variations (e.g., "resided"), is used in the context of these Rules, means the place where an individual has his or her permanent home, at which he or she remains when not called elsewhere for labor, studies, or other special or temporary purposes, and to which he or she returns in seasons of repose. It is the place a person has voluntarily fixed as a permanent habitation for himself or herself with an intent to remain in such place for an indefinite period. A person at any one time has but one residence, and a residence cannot be lost until another is gained.
  - (a) A person entering the state from another state or country does not at that time acquire residence for the purpose of these Rules, but, except as provided in Rule 2(c), such person must be a resident for twelve (12) months in order to qualify as a resident student for fee purposes.
  - (b) Physical presence in Indiana *for the predominant purpose* of attending a college, university, or other institution of higher education, shall not be counted in determining the twelve (12) month period of residence; nor shall absence from Indiana for such purpose deprive a person of resident student status.
2. A person shall be classified as a "resident student" if he or she has continuously resided in Indiana for at least twelve (12) consecutive months immediately preceding the first scheduled day of classes of the semester or other session in which the individual registers in the University, subject to the exception in (c) below.
  - (a) The residence of an unemancipated person under 21 years of age follows that of the parents or of a legal guardian who has actual custody of such person or administers the property of such person. In the case of divorce or separation, if either parent meets the residence requirements, such person will be considered a resident.
  - (b) If such person comes from another state or country for the predominant purpose of attending the University, he or she shall not be admitted to resident student status upon the basis of the residence of a guardian in fact, except upon appeal to the Standing Committee on Residence in each case.
  - (c) Such person may be classified as a resident student without meeting the twelve (12) month residence requirement within Indiana if his or her presence in Indiana results from the establishment by his or her parents of their residence within the state and if he or she proves that the move was predominantly for reasons other than to enable such person to become entitled to the status of "resident student."



- (d) When it shall appear that the parents of a person properly classified as a "resident student" under subparagraph (c) above have removed their residence from Indiana, such person shall then be reclassified to the status of nonresident; provided, that no such reclassification shall be effective until the beginning of a semester next following such removal.
  - (e) A person once properly classified as a resident student shall be deemed to remain a resident student so long as remaining continuously enrolled in the University until such person's degree shall have been earned, subject to the provisions of subparagraph (d) above.
3. The foreign citizenship of a person shall not be a factor in determining resident student status if such person has legal capacity to remain permanently in the United States.
  4. A person classified as a nonresident student may show that he or she is exempt from paying the nonresident fee by clear and convincing evidence that he or she has been a resident (see Rule 1 above) of Indiana for the twelve (12) months prior to the first scheduled day of classes of the semester in which his or her fee status is to be changed. Such a student will be allowed to present his or her evidence only after the expiration of twelve (12) months from the Residence Qualifying Date, i.e., the date upon which the student commenced the twelve (12) month period for residence. The following factors will be considered relevant in evaluating a requested change in a student's nonresident status and in evaluating whether his or her physical presence in Indiana is for the predominant purpose of attending a college, university, or other institution of higher education. The existence of one or more of these factors will not require a finding of resident student status, nor shall the nonexistence of one or more require a finding of nonresident student status. All factors will be considered in combination, and ordinarily resident student status will not result from the doing of acts which are required or routinely done by sojourners in the state or which are merely auxiliary to the fulfillment of educational purposes.
    - (a) The residence of a student's parents or guardians.
    - (b) The situs of the source of the student's income.
    - (c) To whom a student pays his or her taxes, including property taxes.
    - (d) The state in which a student's automobile is registered.
    - (e) The state issuing the student's driver's license.
    - (f) Where the student is registered to vote.
    - (g) The marriage of the student to a resident of Indiana.
    - (h) Ownership of property in Indiana and outside of Indiana.
    - (i) The residence claimed by the student on loan applications, federal income tax returns, and other documents.
    - (j) The place of the student's summer employment, attendance at summer school, or vacation.
    - (k) The student's future plans including committed place of future employment or future studies.
    - (l) Admission to a licensed profession in Indiana.
    - (m) Membership in civic, community, and other organizations in Indiana or elsewhere.



- (n) All present and intended future connections or contracts outside of Indiana.
  - (o) The facts and documents pertaining to the person's past and existing status as a student.
  - (p) Parents' tax returns and other information, particularly when emancipation is claimed.
5. The fact that a person pays taxes and votes in the state does not in itself establish residence, but will be considered as hereinbefore set forth.
  6. The Registrar or the person fulfilling those duties on each campus shall classify each student as resident or nonresident and may require proof of all relevant facts. The burden of proof is upon the student making a claim to a resident student status.
  7. A Standing Committee on Residence shall be appointed by the President of the University and shall include two (2) students from among such as may be nominated by the student body presidents of one or more of the campuses of the University. If fewer than four are nominated, the President may appoint from among students not nominated.
  8. A student who is not satisfied by the determination of the Registrar has the right to lodge a written appeal with the Standing Committee on Residence within 30 days of receipt of written notice of the Registrar's determination, which Committee shall review the appeal in a fair manner and shall afford to the student a personal hearing upon written request. A student may be represented by counsel at such hearing. The Committee shall report its determination to the student in writing. If no appeal is taken within the time provided herein, the decision of the Registrar shall be final and binding.
  9. The Standing Committee on Residence is authorized to classify a student as a resident student, though not meeting the specific requirements herein set forth, if such student's situation presents unusual circumstances and the individual classification is within the general scope of these Rules. The decision of the Committee shall be final and shall be deemed equivalent to a decision of the Trustees of Indiana University.
  10. A student or prospective student who shall knowingly provide false information or shall refuse to provide or shall conceal information for the purpose of improperly achieving resident student status shall be subject to the full range of penalties, including expulsion, provided for by the University, as well as to such other punishment which may be provided for by law.
  11. A student who does not pay additional monies which may be due because of his or her classification as a nonresident student within 30 days after demand, shall thereupon be indefinitely suspended.
  12. A student or prospective student who fails to request resident student status within a particular semester or session and to pursue a timely appeal (see Rule 8) to the Standing Committee on Residence shall be deemed to have waived any alleged overpayment of fees for that semester or session.
  13. If any provision of these Rules or the application thereof to any person or circumstance is held invalid, the invalidity does not affect other provisions or applications of these Rules which can be given effect without the invalid provision or application, and to this end the provisions of these Rules are severable.



## **THE M.B.A. PROGRAM**

### **Business as a Profession**

The multiple functions and services characteristic of modern business organizations must be directed and carried on by professionals in every sense of the word. While many of today's business leaders gained their professional status and competence without the aid of formal management education, data clearly indicates the number is diminishing rapidly. Formal business education is increasingly becoming a necessary condition to career advancement.

Graduate schools of business support the business profession just as law and medical schools serve their respective professions. Over the past two decades, the M.B.A. degree has become *the* professional degree at leading schools of business throughout the world. These schools are closely associated with the management profession through a variety of activities such as research efforts, executive education programs, writing for professional journals, and faculty consulting.

The M.B.A. is also increasingly recognized as the best professional preparation for management of not-for-profit enterprises. Sound management concepts and decision-making techniques are equally applicable to the public sector and quasi-public sector; examples include health care, the arts, and educational institutions. Many M.B.A. graduates pursue careers in these areas.

### **Philosophy and Objectives**

The basic philosophy of the Indiana M.B.A. Program recognizes that management policy and procedure are subject to change over time; that managerial methods of tomorrow may bear little resemblance to techniques in current use. For this reason, emphasis is on sound general principles and decision-making techniques that provide a base for continuing learning, rather than upon business procedures which are subject to obsolescence.

There are four overlapping objectives which dictate both the overall design of the Indiana M.B.A. Program and its curriculum:

1. To prepare graduates for positions of significant leadership in the management community.
2. To develop the competence that provides capacity for making sound judgments with general applicability.
3. To foster intellectual curiosity and integrity which will stay with graduates throughout their professional careers.
4. To train future executives to deal with problems of choice, complexity, and change as well as to analyze, synthesize, and implement.

In order to attain these objectives, the faculty believes the program must:

- Establish proficiency in the development and application of analytical concepts and tools.
- Explain the basic business functions, their evaluation criteria, and their interrelationships.
- Explore operational similarities and dissimilarities in a diversity of enterprises.
- Develop capacities for problem identification, analysis, decision-making, and implementation within organizational constraints.

- Sharpen capacities for formulating and understanding corporate strategy and policy.
- Strengthen personal standards, perception, motivation, entrepreneurial potential, interests in continued self-development and psychological readiness for positions of responsibility.
- Develop an understanding of behavioral issues and the executive's role as change agent.
- Develop a basic understanding of human values and an acute awareness of the impact of managerial policies on society.

#### **Program Design**

The Indiana M.B.A. Program emphasizes the widely held belief that the M.B.A. should be a generalist. His or her education must encompass basic business disciplines and a thorough grounding in the functional areas of management operations. However, the faculty also recognizes that each person is unique and has different ambitions and interests. Although general objectives dominate the program in terms of course work, provision has been made for individualized tailoring of the program to satisfy diverse professional objectives.

#### **The First Year**

The first year is devoted to understanding the basic disciplines relevant to management and to thorough preparation in the functional areas of business operations.

The basic disciplines (taken largely during the first semester) include quantitative techniques, managerial economics, behavioral science, and accounting. With increasing reliance on the computer, quantitative analysis is becoming ever more useful for managerial decision-making. Economics has long been devoted to the development of useful models of the business firm in isolation and the firm in an industry. Of equal importance is the understanding that any organization is made up of people surrounded by structures and relationships which must be considered in effecting change. Finally, accounting remains the basic language of the business enterprise, both for communication of the firm's status to outside interests and for management control.

Courses in the functional areas of business (finance, operations, and marketing) bring the candidate from a basic understanding of the function in isolation, to an awareness of the interdependence among functions and then to an understanding of the place of functional goals in the achievement of overall enterprise objectives.

Required courses (3 credit hours per course unless otherwise noted) and sequencing in the first year are as follows:

##### *First Semester*

- A501 Accounting Function in Business
- G502 Managerial Economics
- K501 Mathematical Tools of Business Analysis (2 credits)
- K502 Computer Tools (1 credit)
- K504 Basic Linear Programming (1 credit)
- Z502 or Z503 Organizational Behavior

##### *Second Semester*

- F502 Management of Business Finance
- K503 Statistical Tools of Quantitative Analysis



M502 Marketing Management  
P502 Operations Management

### **Course Exemptions**

On the basis of prior coursework or experience, students may be eligible for exemption from any first-year course. Exemptions are determined by examination and/or petition based on undergraduate transcripts. Since no credit hours are given for exemptions, all exempted courses (except K502 and K504) must be replaced with electives or track requirements. K502 and K504 need not be replaced if exempted. If a student receives a course exemption, program electives are strongly suggested as substitutes.

These recommended program electives require no prerequisites and include:

C502 Management Support Systems  
C506 Seminar in Office Management  
D502 Introduction to International Business  
D519 Environmental Analysis for International Business  
F545 Money and Capital Markets  
G503 Business and Public Policy  
J504 Society, Business, and Administration  
L502 Current Business Problems and the Law  
M544 Marketing Communications  
M545 Marketing Institutions and Channels  
N525 Private and Public Programs in Life and Health Insurance  
N526 Property and Liability Insurance Applications  
R501 Real Estate and Land Economics  
S505 Introduction to Management Information Systems  
T501 The Transportation Dimension  
U501 Public Utility Theory and Analysis  
W511 Entrepreneurship  
W512 Perspectives of Future Managers  
W530 Theories of Organization  
Z514 Seminar in Industrial Relations

Advanced courses in the department in which the core course was exempted are also recommended.

### **The Second Year**

The second year requires four courses whose purpose is to synthesize and integrate the basic disciplines and functional areas. The remaining half of the second year is devoted to track specialization based on the student's interest and career objectives. The integrative courses consider the philosophy, goals, and policies which guide the affairs of the organization, evaluate its programs, and contribute to its continuing enhancement. These courses also impart to the future manager the strong ethical obligation with which he or she must inform the enterprise system and society.

**First Year\***

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+ Candidates exempt from K502 or K504 do *not* need to replace these hours.

### Sequencing Requirements:

1. Candidate *must* complete or exempt from K501 and K502 prior to taking K503.
2. Candidate *must* complete or exempt from all first semester courses prior to taking M502, P502, or F502.
3. Candidate *must* complete or exempt from M502, P502, F502, and K503 prior to taking W502 and G509.
4. Candidate *must* complete W502 and G509 prior to taking J518 and L506.

1. 47-49 semester hours depending upon exemption from K502 and/or K504.

1. 47-49 semester hours depending upon exemption from K502 and/or K504.
2. Completion or exemption from all first-year courses listed above.
3. Completion of all second-year courses listed above.
4. Completion of approved track requirements.



### **Areas of Concentration**

As can be seen from the above two-year course requirements, the typical M.B.A. will devote much of his or her education to broad-based management curricula. A unique feature of the Indiana M.B.A. Program is the track concept which provides an extensive set of structured course combinations for the remaining part (12 hours) of the M.B.A. Program.

The present list of available tracks exceeds forty for full time students. Some are very broad, some are very narrow, and a few are "do your own thing." The underlying purpose for tracks goes considerably beyond career specialization. Each student selects a track (perhaps tentatively) at the start of his or her program. This selection matches each student with a faculty adviser who can provide academic counseling and career guidance as each student sorts out his or her long-term goals.

Each track consists of four courses, only three of which can be taken in one specific area. Track courses are usually taken during the second year, but can be taken in the first year if the candidate is exempted from a core course and meets the prerequisites of the track course.

The following tracks (listed under the sponsoring department) are available:

#### **Accounting:**

- Private Sector Accounting & Reporting
- Public Sector Accounting & Reporting
- Systems Review and Attestation
- Taxation and Tax Planning

#### **Administrative and Behavioral Studies:**

- Entrepreneurial Studies
- General Administration
- Management
- Management of Non-Business Enterprises
- Personnel and Industrial Relations
- Policy and Planning

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

- Administrative Support Systems
- Business Education

#### **Business Economics:**

- Business Conditions Analysis
- Financial Economics
- General Business Economics
- Public Policy
- Regulation of Industry

#### **Finance:**

- Banking
- Finance
- International Finance (with International Business)
- Investments
- Managerial Finance

#### **Insurance:**

- Comparative Insurance Studies (with International Business)
- Risk and Insurance (with Quantitative Business Analysis)
- Insurance Fringe Benefits (with Administrative and Behavioral Studies)
- Insurance Studies

**International Business:**

- International Business

**Marketing:**

- Advertising Management
- International Marketing (with International Business)
- Marketing
- Marketing Research
- Product Management
- Sales Management

**Operations and Systems Management:**

- Logistics Management
- Management Information Systems (with Accounting)
- Production/Operations Management
- Production Control Systems

**Quantitative Business Analysis:**

- Computers and Simulation
- Operations Research
- Quantitative Business Analysis
- Statistics

**Real Estate:**

- Real Estate Administration
- Real Estate Investment Management
- Urban Economics and Real Estate (with Business Economics)

**Transportation:**

- Public Utility Regulation and Management
- Transportation

A full description of each track is contained in the M.B.A. Student Handbook which is provided to each student upon arrival in the program or is available upon request. Each candidate is encouraged to choose a track as early as possible, even if tentatively, so that faculty advising can be initiated.

In order to provide a better understanding of the innovative track concept, the details of four specific tracks are presented below. The intent is to illustrate the wide range of career objectives and degrees of flexibility of course requirements.

*Example: Marketing Research.* The objective of this track is to provide preparation for an entry-level assignment in marketing research and background for further growth for candidates electing marketing research as their career path. The student electing this track will have an advantage over the more generally trained marketing M.B.A. if his or her career path is toward a staff position in marketing research or marketing management with emphasis on the interface with marketing research.

This track has the following course requirements:

M503 Marketing Analysis and Problem Solving

K512 Multivariate Statistics

M546 Marketing Strategy

One of the following:

M548 Decision Theory in Marketing

M549 Marketing Research and Analysis

M590 Independent Study in Marketing

*Example: Finance.* The Finance Track is for the M.B.A. who wants a flexible concentration in finance which he or she can tailor to specific



interests and background. Two of the courses in the program insure that the candidate understands a firm's accounting policies and can solve common financial management problems. The candidate designs the remainder of the program in consultation with a track adviser. Since the specific program of study depends on career objectives, the advisory process is critical for students pursuing this track.

The track requires:

F503 Short-term Financial Management

One of the following:

A510 Financial Accounting Theory and Practice I

A513 Accounting Data for Management Control

Two additional finance courses chosen in consultation with track adviser.

*Example 3: General Administration.* The General Administration Track is designed to provide maximum flexibility; course selection is constrained only by a central concept of "management" or "administration." The goal is to permit the student, in consultation with his or her track adviser, to develop a track suited to unique background and interests which are not served by the existing tracks. This track is also intended for the experienced student who desires greater breadth than is generally provided by other tracks.

Course requirements are:

Approved W or Z Elective

Approved Elective

Approved Elective

Approved Elective

*Example 4: Risk and Insurance.* This track is designed for the benefit of students who wish to prepare for professional careers in risk management. In such capacities they will be responsible for using quantitative techniques to arrive at decisions about use of insurance and other risk reduction devices in large-scale enterprises. The track affords interested students an opportunity to learn some of the intricacies of insurance and to develop their abilities to use quantitative techniques in dealing with the phenomenon of risk, especially the risk that is characterized by possibility of loss without an attendant possibility of gain.

Courses required are:

N525 Private and Public Programs in Life and Health Insurance

N526 Property and Liability Insurance Applications

K506 Introduction to Probabilistic Models

K515 Quantitative Analysis in Decision-Making

Details on each of the forty-four tracks offered at Bloomington are available in the M.B.A. Student Handbook or from the student's faculty adviser.

### **Degree Requirements**

#### **Residence and Length of Program**

The academic year for the Graduate School of Business at Indiana University is divided into two semesters of fifteen weeks each and two summer sessions. The usual class load in a summer session is one-half the regular semester load. Thus, two summer sessions are the

equivalent of one semester. A full-time semester class load is considered to be 12 semester hours of graduate credit.

The M.B.A. Program is designed to be completed in four semesters of 12 hours each for a total of 48 semester hours. However, this total may vary from 47 to 49 semester hours depending upon exemption from K502 and/or K504.

The M.B.A. Program must be completed within seven calendar years from the date of the candidate's first enrollment.

#### **The Accounting Concentration**

Students without an undergraduate business degree who plan to enter the Accounting profession should expect to take more than 48 hours but probably not more than 55 hours to complete the M.B.A. degree at Indiana University. In consultation with his/her track adviser and the approval of the M.B.A. Chairperson, the student should plan an academic program that will meet his/her career goals and objectives.

#### **Grading**

The minimum passing grade for any course taken for graduate credit is C. A minimum cumulative grade-point index of 2.75 (4.0=A) must be earned in all work taken for graduate credit in order to continue in good standing and to graduate. Any candidate whose graduate cumulative average falls below 2.75 will be considered on strict academic probation and required to remove the deficiency in the next 12 credit hours.

Failure to meet the 2.75 standard after 12 hours results in dismissal from the program. Any candidate who receives a grade-point index of 2.25 or below in any single semester will be automatically dismissed from the M.B.A. program.

The official grading system of the Graduate School of Business and the grade point values are as follows:

A = 4.0	C = 2.0	I Incomplete
A- = 3.7	C- = 1.7	W Withdrawn
B+ = 3.3	D+ = 1.3	NR No Report
B = 3.0	D = 1.0	NC No Credit
B- = 2.7	D- = .7	
C+ = 2.3	F = 0	

#### **Transfer Credit**

Six hours of credit toward the M.B.A. degree in the Graduate School of Business may be transferred from other accredited graduate programs with the approval of the M.B.A. Committee. In special cases, where course work taken at other institutions closely matches course work in the Graduate School of Business, the M.B.A. Committee may approve the transfer of up to twelve hours of credit.

#### **Residency Requirement**

Every candidate *must* take a minimum of 36 hours while a regularly admitted and enrolled M.B.A. student at Indiana University.

#### **Admission Requirements and Procedures**

Students with baccalaureate degrees in any field are eligible to apply to the M.B.A. Program. Admission is limited to students of demonstrated aptitude and ability who can profit most from the M.B.A. curriculum.



### **Application Process**

The applicant should request an application from the Graduate School of Business and complete carefully.

Official transcripts are required from all colleges and universities which the applicant has attended. If a student has not completed all undergraduate work at the time of application, the faculty Admissions Committee may make a decision based on the strength of the student's academic record at the time of application. However, a final transcript, showing graduation, must become a part of the student's permanent record before enrollment in the M.B.A. Program.

The student should also submit up to three letters of recommendation to the Admissions Committee. A form for these letters is included in the admissions packet, although free form letters are also accepted. Such letters should deal with the applicant's leadership potential, motivation, and ability to perform well academically in the M.B.A. Program.

A nonrefundable application fee of \$15 is required of all applicants who have not previously attended Indiana University.

The application form and all supporting information should be sent to:

Director of Admissions and Financial Aid  
Graduate School of Business  
Indiana University  
Bloomington, Indiana 47401

Applicants to the M.B.A. Program must also submit their scores from the Graduate Management Admissions Test. The test is prepared by the Educational Testing Service and is administered four times yearly at numerous locations throughout the United States and various foreign countries. Arrangements to take the test at a designated center must be made approximately one month prior to the test date. Applicants should request application materials from:

Graduate Management Admissions Test  
Educational Testing Service  
Box 966  
Princeton, New Jersey 08540

Special instructions for applying to the M.B.A. Career Integrated Programs are given in another section of this bulletin (see page 25).

### **Application Deadlines**

Candidates may begin the M.B.A. Program in August or January. A balanced offering of courses is available in each semester and the summer sessions. Applicants must submit the application form and all supporting information, *including GMAT scores*, by the following deadlines:

<b>Entrance</b>	<b>Deadline</b>
August	June 1
January	November 1

Late applicants will be considered only if space is available.

Applicants for financial assistance must observe earlier deadlines described in another section of this bulletin (see page 23).

### **Admissions Committee**

Each application with its accompanying transcripts and other documents is considered carefully by this Committee of faculty members. While the applicant's undergraduate scholastic performance and scores on the Graduate Management Admissions Test are the most important admissions criteria, the Committee also considers the candidate's letters of recommendation, work experience, and outside activities during school. The Committee's aim is to select those applicants who can successfully complete graduate study and who show promise of making significant contributions in their respective fields of business.

### **Financial Assistance for M.B.A. Candidates**

#### **Graduate Assistantships**

A sizable number of M.B.A. candidates are appointed as graduate assistants. These appointments constitute the most common type of financial aid. Stipends are \$1,000 per academic year, plus partial or full exemption from all but allocated fees currently (\$5.90 per credit hour). Graduate assistantships carry a service obligation to the Graduate School of Business, such as working with faculty members and administrative officers on research projects, administrative duties, counseling, and other official activities. Many graduates look back on their associations in these assignments as among the most rewarding of their graduate study experiences.

#### **Associate Instructorships**

A limited number of associate instructorships for M.B.A. candidates are awarded each year. Typically, the largest number of these awards is made to M.B.A. candidates qualified to assist in teaching undergraduate accounting courses. These service stipends vary from \$1,800 to \$2,100 per academic year, and a one-half or full fee remission scholarship is awarded.

#### **Fellowships and Scholarships**

Although the majority of financial aid given to M.B.A. candidates is in the form of assistantships, a limited number of fellowships and scholarships are also available. Those receiving fellowships and scholarships are not required to perform any duties in return for the stipend. Some fellowships and scholarships allow for a reduction of fees to the in-state level.

#### **Application Procedure**

The application form for financial assistance is included with the admissions application packet.

The Application for Financial Assistance should be sent to the Director of Admissions and Financial Aid with the completed Application for Admission.

#### **Application Deadlines and Selection**

Awards are normally granted for an academic year (August to May), although a limited number of appointments are made in December to January entrants.

In considering all applications for financial assistance, priority is given to individuals whose academic performance reflects a high degree of scholastic and career potential. Selection of candidates is made by a faculty financial aid committee. The deadline for financial aid is



earlier than the admissions application deadline. Accordingly, the application for admission must be completed by the date that the application for financial assistance is considered.

<b>Entrance</b>	<b>Deadline</b>	<b>Applicant informed by</b>
August	March 15	April 15
January	November 1	December 15

Late applicants will be considered only if the budget allows.

#### **Office of Scholarships and Financial Aids**

Students who need financial assistance not provided by any of the awards already mentioned are eligible to apply for either short- or long-term loans which carry a low rate of interest. The Indiana University Loan Program is administered by the Office of Scholarships and Financial Aids, which also makes disbursements under the National Defense Student Loan Program. Inquiries concerning these sources should be made directly to:

Office of Scholarships & Financial Aids  
Student Services Building  
Indiana University  
Bloomington, Indiana 47401

#### **Fellowships for Minorities**

The growing emphasis on equal job opportunities has created a gap between the supply of and the demand for qualified minority persons in the management career field.

The graduate schools of business of six universities—Indiana University, the University of North Carolina, the University of Rochester, Washington University, the University of Wisconsin, and the University of Southern California—have created the Consortium for Graduate Study in Management to provide the educational opportunities which will hasten the entry of minority persons into managerial positions.

Graduate Fellowships in Business for Minorities are intended for minority students interested in pursuing a management career in business. Each student undertakes the regular Master of Business Administration curriculum at one of the six graduate schools of business or management.

Each person who qualifies for admission to the program will receive a fellowship to pursue his/her M.B.A. studies at one of the six Consortium universities. The fellowship provides free full tuition plus a stipend of \$2,000 for the first year and \$1,000 for the second year. Loans will be available to meet additional established need for each of the two years. Information and application forms can be obtained by writing:

Dr. Sterling H. Schoen, Director  
Consortium for Graduate Study in Management  
101 North Skinker Boulevard  
Box 1132  
St. Louis, Missouri 63130

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

The M.B.A./C.I.P. has the identical program in content as the full-time M.B.A. program. However, it is designed for men and women who have already started their careers. Therefore all M.B.A./C.I.P.'s are part-time students who are enrolled in classes offered in the evening. This Program has a curriculum identical to the full-time program leading to the Master of Business Administration degree.

Candidates can select a track in Finance, Management and Administration, Marketing, and Production/Operations Management. Criteria regarding objectives, orientation, program design, and selection of candidates are identical. M.B.A./C.I.P.'s are taught by the same faculty as the full-time students.

For the convenience of the student, M.B.A. classes are offered primarily at Indianapolis, with some offerings at Columbus and Bloomington in the evening. Students may take classes at any of the three locations. M.B.A./C.I.P.'s may become full-time students as long as they are in good academic standing and provide proper notification to the Graduate Office six weeks in advance of registration.

Normally, evening classes meet one night per week for two and one-half hours. Generally, the maximum course load is two 3-credit-hour courses per semester. All other requirements are identical to those for the full-time M.B.A. Program described earlier in this bulletin. Many businesses in the community provide financial assistance to their employees who are enrolled in the M.B.A. Program.

The M.B.A. offered by the Graduate School of Business at Indiana University is a professional degree, and the M.B.A./C.I.P. provides a unique opportunity for individuals who have already started their careers to work toward that degree and thereby broaden their career horizons.

For further information pertaining to the M.B.A./C.I.P., write to:

M.B.A. Career Integrated Program  
Indiana University  
1300 W. Michigan  
Union Building, Rm. G025A  
Indianapolis, Indiana 46202  
Telephone: 317—264-4895  
or

Director of Admissions and Financial Aid  
Graduate School of Business  
Indiana University  
Bloomington, Indiana 47401  
Telephone: 812—337-8006



## **M.B.A.-J.D. Joint Degree Program**

Schools of Law at Bloomington and Indianapolis and Graduate School of Business.

A four-year Program leading to both the M.B.A. and J.D. degrees is offered at both campuses. Its principal utility is likely to be for those seeking to practice law involving business clients, in a corporate law department, or in a government agency regulating business and who have not had prior business training. Graduates of the program also go into a variety of positions including banking, investment banking, accounting, and management consulting. However, there does not appear to be a defined market for those persons earning the joint degree. The primary motivation for a student to participate in the program should be to combine study in the two disciplines and not to enhance possible employment opportunities.

Candidates must meet the admission criteria of each school and be separately accepted by each. Admittance to the Joint Program may be granted after enrollment in either school. For those in the Graduate School of Business, entering the School of Law must be no later than after completion of 25 hours in the M.B.A. program. Those students in the School of Law must enter the joint program no later than after completing 58 hours of law but normally will not be admitted after more than 30 hours. The two degrees are conferred simultaneously.

The normal study sequence for a full time student is:

First year—School of Law (except for three hours in Business)

Second year—School of Business (except for one course in Law)

Third and fourth years—integrated program at both schools

Requirements for graduation from the Joint Program are: 37 hours in business courses (can be reduced if the student is exempted from K502 or K504) and 72 hours in law courses for the Bloomington Law School and 75 hours in law courses at the Indianapolis Law School. The School of Business course, L506 Legal Concepts and Trends Affecting Business, is not required for students in the joint program.

Major responsibility for planning and carrying out an integrated program of courses in both schools is with the individual student with assistance of the adviser for the program of each school. Normally, the student should consider Law as his/her "track" in the M.B.A. Program. If he/she has exemptions from at least 9 hours of core courses, another track may be completed in the M.B.A. program.

Grade averages in the Schools of Business and Law are separately computed. Students are eligible for honors in each school based on existing criteria. Continuation in the Program requires the student to meet passing requirements in each school. Students failing in one school, but meeting passing requirements in the other, may complete work for the degree in that school. Such completion must be upon the same conditions (credit hours, residency, etc.) as required of "regular" (non-Joint Program) degree candidates.

Financial aid is handled independently by each school; financial aid applications may be submitted to either school.

Further information on the joint program, including a suggested program of study and detailed requirements, may be obtained by contacting the Admissions Office at either School of Law or from the Director of Admissions and Financial Aid in the Graduate School of Business.

## Special Non-Degree Student Status

The graduate School of Business faculty views as its first priority providing courses needed as part of the regular curricula for those *students admitted and regularly enrolled* in the M.B.A. or D.B.A. Programs.

The School also recognizes a need to provide opportunities for individuals in the community to broaden themselves professionally and personally through advanced study in business. This person may not have need of an advanced degree, or may already have earned an advanced degree, and wishes to enroll in selected courses related to their present or proposed area of employment. Provision should be made for these people to enroll as Special Non-degree Students to the extent that it is possible to accommodate them in graduate classes *without* excluding regular students.

Before Special Students enroll, they must be properly advised about course offerings by the Director of Graduate Student Services or the Director of Admissions.

Special Students should only enroll in courses for which they are *well prepared*. The students admitted to classes as "special" should be those who can both benefit from and contribute to the learning experiences of the classroom.

Because the purpose of admission as a Special Student is for personal enrichment or job advancement, those students considering application for regular degree candidate status will *not* be approved for Special Student Status.

Courses taken in the Graduate School of Business as a special student will *not* count as hours toward the M.B.A. degree unless approved in advance by the Graduate Office.



## **The D.B.A. Program**

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 research scholars and teachers are needed at the college and university level. Business research specialists are continually being sought to serve the growing needs of education, business, and government. Similarly, students of business administration are playing increasingly important staff and advisory roles within major business and governmental organizations. The shortage of qualified personnel for such assignments accentuates the need and opportunities for current and future graduates.

### **Administration**

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

### **Admission Requirements and Procedures**

#### **Supporting Documents**

To apply for admission to the D.B.A. Program, the applicant must:

1. Submit a formal application (forms are available from the Chairperson of the D.B.A. Program);
2. Arrange for at least three letters of recommendation from persons most qualified to judge the academic potential of the applicant;
3. Arrange to take (or have already taken) the Graduate Management Admission Test. This test is prepared by the Educational Testing Service and is administered at numerous locations throughout the United States five times each year. Information about the test can be obtained from:

Graduate Management Admission Test  
Educational Testing Service  
Box 966  
Princeton, New Jersey 08540

Applicants who have taken the Graduate Record Examination should also submit the scores of the Graduate Management Admission Test.

4. Submit official transcripts of *all* college work taken.

All the above documents should be sent to:  
Chairperson of the D.B.A. Program  
Graduate School of Business  
Indiana University  
Bloomington, Indiana 47401

#### **Application Deadlines**

Appropriate application forms and detailed information on admission may be obtained from the Chairperson of the D.B.A. Program. Application deadlines are:

**Entrance**

May  
June  
August  
January

**Deadline**

April 1  
April 1  
June 1  
November 1

**Admissions Committee**

Admission to the Graduate School of Business is based on the individual's qualifications as evidenced in his or her application, official transcripts, scores on the Graduate Management Admission Test, recommendations, and, in most cases, a personal interview. The candidate's application for admission and supporting credentials are reviewed by the D.B.A. Committee and various members of the faculty.

Highly qualified students with career objectives clearly in mind may enter the graduate program directly from a baccalaureate program with the intention of working toward a D.B.A. degree. Others will begin 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 needed to complete the program.

**Degree Requirements****Residence and Length of Program**

Students entering the doctoral program directly from a baccalaureate program should be able to meet all requirements for the D.B.A. degree in a period of four years on a full-time basis. For those matriculating with the M.B.A. degree, the length of the program will depend upon the extent to which their earlier graduate work fulfills the Phase I requirements. The minimum would be two years of full-time work beyond the M.B.A., and the typical program would require three years, including the preparation of the dissertation.

**Program Requirements**

Background work in calculus is a prerequisite for admission to the D.B.A. Program. A highly qualified student may be admitted with a deficiency in this area but would have to remove it by taking K501 the first semester.

The D.B.A. Program requirements are fulfilled in three basic phases of study. Although these phases may overlap, the D.B.A. Program requires a logical sequence of course work, teaching experience, and work on the dissertation.

**Proficiency Consultation**

Before he or she enrolls in any courses, the student's academic background in the Phase I courses is examined in detail by the D.B.A. Committee. Based upon the Committee's appraisal of the student's background in these courses, the remaining Phase I requirements are determined.

The Phase I requirements entail no minimum number of hours, but focuses instead on proficiency in business operations and the basic disciplines. The proficiency requirements may be met either by acceptance of previously taken coursework or by taking courses after entering the program.



## Profile of the D.B.A. Program

Phase I	Phase II	Phase III
<b>Business Operations</b> Accounting and Control A503 Finance F502 Marketing M502 Operations P502	<b>Admission to Candidacy</b>  <b>Preparation in Major</b> <b>Preparation in Supporting Field</b> <b>Work in Depth—Basic Tool Area</b> (Economic, Quantitative Analysis, or Behavioral Sciences)	<b>Preparation and Defense of Dissertation</b>
<b>Basic Disciplines</b> <b>Organizational Behavior and Theory</b> Organizational Behavior Z502 or Z503 Theories of Organization W530	<b>Preparation for Research Teaching Experience Examinations</b> (Major, Supporting Field, and Basic Tool Area)	
<b>Business Economics</b> Micro G504 Macro G505	<b>Dissertation Proposal</b>	
<b>Quantitative Business Analysis*</b> Computer K502 (1 credit) Linear Programming K504 (1 credit) Two courses from: K506, K511, K512		

\* Background work in calculus is a prerequisite for admission to the D.B.A. Program. A highly qualified student may be admitted with a deficiency in this area but would have to remove it by taking K501 the first semester.

## **Phase I**

### **Demonstration of Proficiency in Business Operations**

Any recipient of the D.B.A. degree is expected to have an understanding of the operations of the business enterprise as viewed by top management. Special attention is given to top management's concern with production, marketing, finance, and accounting. A student with a carefully planned M.B.A. program *should be able to achieve proficiency in business operations no later than the first semester of post-M.B.A. work.*

### **Demonstration of Proficiency in Basic Disciplines**

Ideally, students aspiring to obtain the D.B.A. degree receive in their undergraduate programs a substantial amount of work in quantitative analysis, economic analysis, and the social and behavioral sciences. Short of this ideal, such preparation should be a part of their M.B.A. program and should provide a basic underpinning to advanced work in business administration. Work at the doctoral level presumes minimal proficiency in each of three disciplines: (1) quantitative business analysis, (2) economic analysis, and (3) social and behavioral sciences. Regardless of their background, students *should be prepared to attain this proficiency no later than at the close of the first year of post-M.B.A. study.*

## **Phase II**

### **Admission to Candidacy**

This review of each student's complete academic record takes place at the end of three semesters of work for students matriculating with a baccalaureate degree and no later than the completion of one year for those entering the program with an M.B.A. degree. The D.B.A. Committee, in consultation with the student's adviser and faculty members in his or her major field, makes a determination as to the student's fitness for advanced doctoral study. Those students who have demonstrated evidence of successful academic work and additional potential for professional growth are then advanced to formal candidacy and enter Phase II of the program.

### **Preparation in a Major**

The program of study for the major is planned with the candidate's adviser in his or her particular field and consists of a minimum of 15 hours of advanced graduate work. There is no intention that the entire program of study relating to the major must be taken in the administrative department or area represented by that major field. Indeed, encouragement is given to incorporating into a candidate's major the course coverage in other departments or areas where such work is closely related to the individual's interests and helps form a logical total unit of work. Students may major in one of the following:

- Accounting
- Business Economics and Public Policy
- Business Logistics
- Finance
- Insurance
- International Business Administration
- Management and Administration
- Marketing
- Organizational Behavior
- Operations Management
- Quantitative Business Analysis
- Transportation and Public Utilities



### **Preparation in a Supporting Field**

Each student selects one supporting field which requires a minimum of 9 hours of work beyond that which is expected as minimal preparation for all D.B.A. candidates.

The supporting field may be selected from the list of fields which qualify as majors or from the special minors of Management Information Systems, Real Estate, or Urban Economics. Other eligible fields may include, but are not limited to, education, government, history, mathematics, philosophy, psychology, sociology, and law, as well as those areas offered by the Department of Economics.

### **Work in Depth in a Basic Tool Area**

The doctoral candidate is expected to have special proficiency which enables him or her to carry forward research. For the classical scholar especially in the humanities, this proficiency has included a command of French and German. For the student of business administration, additional work in quantitative analysis, in economic analysis, or in behavioral sciences may be more meaningful than language proficiency. A program of 9 hours of course work (beyond the minimum expected of all D.B.A. candidates) is available in each option. Some students may enter the D.B.A. Program with proficiency in depth in quantitative business analysis, in economics, or in behavioral sciences. All candidates, however, will be expected to pass an examination in one of these three options.

### **Double Major Option**

As an alternative to the major, supporting field, and work-in-depth plan of study, the doctoral candidate may elect to pursue a double major. The double major concept will allow a candidate to develop greater proficiency in two areas. The double major will consist of 18 hours of work in the candidate's primary field of interest. The second major will consist of 15 hours of work in economics, quantitative analysis, or behavioral sciences. Each double major program will be planned with the candidate's adviser and must be approved by both the Chairperson of the D.B.A. Committee and the Administrative Committee of the D.B.A. Program.

### **Preparation in Research**

Included as part of the major is work in research seminars; some of these are departmental, while others are offered jointly by two departments or areas with common interests, and some are interdisciplinary. Large departments may conduct their own research seminars. Two or more small areas with small numbers of students may have joint seminars or have their students in a broadly based research seminar.

The purpose of these seminars are:

1. To familiarize the student with the important research methodology associated with the major field.
2. To identify important problems in the major subject area which call for research.

3. To develop skills in research design.
4. To enable the candidate to prepare a dissertation proposal which can be defended in a formal examination.

Programs are planned in such a manner that, as progress toward completion of degree requirements is made the candidate gradually moves away from formal courses with lectures and readings toward research. The research seminars take on greatest importance immediately prior to the time that the candidate embarks upon a dissertation. These seminars blend directly into the dissertation work so that the transition into Phase III of the Program is gradual, logical, and without hesitation.

#### **Teaching Experience**

Since nearly all candidates plan to become teachers as well as researchers, supervised teaching experience is an integral part of the Program.

#### **Development of a Philosophy**

Each candidate is encouraged to continue working toward a broad basic philosophy and is urged to relate important issues in business administration, and particularly in his or her major, to a sound fundamental philosophy. Matters of values, goals, and means to ends are considered not only proper but essential to the total development of a scholar at the doctoral level. During the program, through courses, discussion, symposia or other means, the student must become fully cognizant of the broad basic issues associated with business administration and especially those identified with his or her particular interest. Likewise, the student should formulate intelligent ways of dealing with such issues and put them into the perspective of a total philosophy, which, of course, must remain a private affair. Each student is expected to have an acquaintance with the social and institutional forces, arrangements, and relationships which are pertinent to business administration and especially those associated with a major area of interest.

#### **Examinations**

Evidence of the candidate's competence in a major area, supporting field, and work-in-depth area is demonstrated by examinations in each of the respective areas. The examinations are designed as exercises in creative and critical thinking, not merely in recollecting facts and familiar analyses. Candidates are advised to prepare well in each area before submitting to the examination process. The written examinations are given three times annually and are offered only on the Bloomington campus. If an examination is failed, the candidate must sit for an examination in the same area during the next period. No candidate is permitted to take an examination in any area more than twice without special petition to the D.B.A. Committee. The Committee is reluctant to grant such petitions and does so only under very special circumstances.

#### **Dissertation Proposal**

Examination on the dissertation proposal usually comes near the close of the work in Phase II of the Program. A student should have developed



through the seminar experience and through other means a carefully prepared dissertation proposal. A dissertation committee, normally consisting of a chairperson and two other members, is appointed to supervise and assist each candidate. A formal oral examination is held over this dissertation proposal. This examination is an important highlight in the total experience of the doctoral candidate. Upon passing the examination successfully, the candidate moves into the third phase of the doctoral program.

### **Phase III**

#### **The Dissertation**

##### **Research Integration**

An important early part of the dissertation experience is integrated with the advanced course work through the research seminars, which provide a "running start" on the dissertation. A total of 30 hours of dissertation credit (typically X799) is required, but 3 hours of credit in research seminars taken by the candidate, within the major area, count toward this requirement.

Since the dissertation represents a major research project, a year or more of full time work in close cooperation with the candidate's committee is normally required to complete Phase III. For this reason, candidates in the Indiana D.B.A. program are strongly urged to remain in residence until all degree requirements have been met.

##### **Off-Campus Preparation**

Candidates who have passed their written examinations and who are pursuing their dissertation research off campus must enroll each semester for thesis or research credit at the regular fee or be enrolled in Graduate G900, a noncredit course, at the fee of \$35 per semester until all degree requirements are completed. Failure to register each semester under either of these alternatives *automatically terminates candidacy*.

##### **Dissertation Deposit**

Three copies of the final draft in temporary bindings should be delivered to the D.B.A. Office. These copies are made available for circulation among members of the faculty. The candidate should submit at the same time two copies of an abstract which describes the contents of the dissertation in not more than 600 words.

After the dissertation has been approved officially by the candidate's dissertation committee, it must be on deposit in the D.B.A. Office for at least two weeks prior to the time that a final oral examination is scheduled. This examination is held to bring the candidate's research methods, findings, and conclusions under critical review. The candidate is expected to be able to defend satisfactorily all aspects of the inquiry.

Upon successful oral defense of the dissertation, a candidate is required to submit one unbound copy and two bound copies to the D.B.A. Office to be deposited in the School of Business Library. The unbound copy is sent to University Microfilms, Inc. to be classified and microfilmed. After this process is completed, the copy is returned to the School of Business Library where it is permanently bound, at University expense, and deposited. The candidate is expected to assume the modest costs associated with the microfilming and copyright requirements.

### **Duration of the Program**

All degree requirements, including formal defense and acceptance of the dissertation, must be completed within four years after the date of formal admission to candidacy. Any student whose candidacy lapses will be required to reapply for admission to degree candidacy and will be expected to meet the then current requirements for the D.B.A. degree.

### **Financial Assistance for D.B.A. Students**

#### **Teaching and Research Appointments**

The faculty of the Graduate School of Business is committed to the principle that no qualified applicant should, because of financial limitations, be denied the opportunity of pursuing doctoral work. The School therefore maintains and participates in a variety of programs designed to render financial aid to D.B.A. candidates.

The more common forms of remuneration are appointments as associate instructors or research associates. These positions not only enable the individual to pursue the doctoral degree without interruption but also provide valuable opportunities for the professional candidate to gain some teaching experience during the course of study. New D.B.A. students with limited previous teaching experience are normally assigned to lead discussion sections of large courses. Associate Instructors in the late stages of their program are frequently given full responsibility for teaching advanced undergraduate courses in their major field.

The amount of the stipend connected with these appointments depends on the individual student's academic record, experience, and the amount of service that he or she is in a position to render. Stipends may range from \$1,800 to \$4,200 per academic year; appointments are usually made on a ten-month basis. In addition, these appointments include an exemption from all but allocated fees (currently \$5.90 per credit hour). Some summer teaching opportunities are also available.

#### **Graduate Fellowships**

Each year the Graduate School of Business also appoints a limited number of D.B.A. students to graduate fellowships. These fellowships serve primarily to finance candidates at the dissertation stage of their programs. In addition, fellowships and other forms of support are being made available in increasing numbers by foundations, trade associations, and business organizations. All these funds make an important contribution to the financial support of doctoral candidates. The grants range up to \$6,000 per academic year and usually require no service.

#### **Other Fellowships**

In addition to the fellowships and assistantships described above, qualified D.B.A. applicants are also eligible for the Fee Remission Scholarships that are described under the M.B.A. Financial Assistance section.

D.B.A. applicants are also eligible for a limited number of University Fellowships. However, because these Fellowships are awarded to graduate students on a University-wide basis, competition is keen, and the awards are made only to the most outstanding students.

### **Application Procedure**

Applicants who desire to apply for financial assistance should indicate this fact in the space provided on the application for admission form.



**Application Deadlines and Selection**

Awards are normally committed on an academic-year basis (August to May), although in December a limited number of appointments are made to January entrants.

In considering all applications for financial assistance, priority is given to individuals whose academic performance reflects a high degree of scholastic and career potential. Selection of candidates is made by faculty committees. The following schedule gives application deadlines and dates by which applicants may expect answers on their applications.

<b>Entrance</b>	<b>Deadline</b>	<b>Applicant informed by</b>
May	March 1	April 15
June	March 1	April 15
August	March 1	April 15
January	November 1	December 1

**Office of Scholarships and Financial Aids**

Students who need financial assistance not provided by any of the awards already mentioned are eligible to apply for either short- or long-term loans which carry a low rate of interest. The University loan program is administered by the Office of Scholarships and Financial Aids, which also makes disbursements under the National Defense Student Loan Program. Inquiries concerning these sources should be made directly to:

Office of Scholarships and Financial Aids  
Student Services Building  
Indiana University  
Bloomington, Indiana 47401

## **Executive Programs**

Since leadership development is a long-range process, the faculty of the Graduate School of Business is interested in helping graduates continue their education. The faculty, alumni, and affiliate corporations and organizations join together in sponsoring several outstanding programs for executives.

### **The Indiana Executive Program**

The Indiana Executive Program is a short, intense, adult educational experience for private sector profit-concerned managers. Two independent modules are available (the *Professional Managers* module and the *Business Functions* module) which operate concurrently each June. Most executives attend both modules in consecutive years. The program has three objectives: to increase the executives' long-run growth potential, to increase their productivity, and to broaden their outlook.

Participants are selected primarily from the ranks of upper-middle and top management, and typically represent all major industries and several foreign countries. There are no formal educational requirements for participation. The ideal candidate is that person who assumes dramatic increases in responsibility within the firm and whose next promotion will be from a functional specialty to general management.

### **Executive Education Services**

Executive Education Services is charged with the responsibility for assisting the faculty in planning, coordinating, and administering two types of nondegree educational programs. Short academic-type seminars and conferences are offered for the participation of the faculty and graduate students. A number of continuing education programs of a nondegree nature for business executives are co-sponsored with trade associations and allied groups; these programs cover a wide range of topics relative to the administration and operation of domestic and international business enterprises.

### **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 University Business Conference, sponsored in cooperation with the School of Business Alumni Association, which considers topics of major current interest to the business community.
4. Executive in action on a wide variety of topics.



## **Registration, Housing and Expenses**

### **Orientation Meeting for New Graduate Business Students**

During the registration week of the fall and spring semesters, new students in the Graduate School of Business are required to attend a formal meeting in the School of Business Building. During this meeting, the Dean and other members of the faculty and staff will present information concerning the course of study, faculty advising, School of Business facilities, and registration procedures. New graduate business students will find this meeting to be extremely important to their proper orientation to the School of Business. Time and place will be announced before new students are scheduled to arrive on campus.

Approximately 30 days prior to the beginning of registration week, each student will receive a student data card. This card is necessary for registration. Any student who has been admitted to the Graduate School of Business and does not receive the student data card should see the Director of Graduate Student Services, Room 254, School of Business, upon arriving on campus.

### **International Graduate Students**

International students will participate in all registration functions that are required for domestic students. In addition, special orientation programs are administered by Indiana University's International Services, located in Student Services, Room 306. International students should report to this office prior to participating in the orientation and registration functions at the Graduate School of Business.

### **Counseling and Advising**

Prior to registration for classes, all M.B.A. candidates will be assigned to a faculty member for counseling. The faculty member assumes a very important role in planning the new student's program. The counseling session is designed to examine the student's academic background relevant to the requirements for the M.B.A. degree.

### **Graduate Housing**

Indiana University prides itself on its excellent housing facilities for both married and single students. The University's centers for single graduate students are Eigenmann Hall, and two buildings (Foley and Weatherly Halls) in what was formerly the Graduate Residence Center. Because many candidates have found their associations with other graduate students in these centers to be highly stimulating and rewarding, the faculty members of the Graduate School of Business particularly encourage single students to take advantage of these facilities. The centers provide both single and double rooms, designed as comfortable quarters for study and relaxation; modern and efficient dining halls; libraries; floor and unit lounges, plus center recreation areas; snack bars and vending machines; duplicating and photocopying services; coin-operated laundries and ironing rooms; and luggage storage rooms. The rates for room and board range from \$1,248 to \$1,514 for an academic year.

Married students also are encouraged to seek housing which will permit convenient association with other students in the M.B.A. or D.B.A.

Programs. The University provides more than 1,450 efficiency apartments; one-, two-, and three-bedroom apartments; and trailers, both furnished and unfurnished. Housing rates vary from \$92.50 to \$207.00 per month, including all utilities except telephone. All University housing for married students is located near public schools, churches, and convenient shopping facilities. Those who prefer to live off campus will also find both furnished and unfurnished accommodations within walking distance of the University.

Although University housing facilities are extensive, it is not uncommon for the demand to exceed the supply. To insure that appropriate space is reserved, applications for housing should be filed at the earliest possible date.

Students interested in University housing should write to:

Director of Halls of Residence  
801 North Jordan  
Indiana University  
Bloomington, Indiana 47401

#### Summary of Estimated Expenses for the Academic Year 1977-78

	Single		Married	
	In-State	Out-of-State	In-State	Out-of-State
Fees	\$ 912	\$2,160	\$ 912	\$2,160
Room and Board	1,400	1,400	1,850	1,850
Books, Supplies	250	250	250	250
Personal Expenses	600	600	800	800
Total	\$3,162	\$4,410	\$3,812	\$5,060



## Student Services

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

**Scholarships and Financial Aids.** Graduate students may obtain information concerning loans and part-time employment through the Office of Scholarships and Financial Aids (Student Services 208, Indiana University, Bloomington, Indiana 47401 or Cavanaugh 305, 925 W. Michigan Street, Indianapolis, Indiana 46202).

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 in Bloomington lists openings for part-time jobs in the Halls of Residence, campus offices, libraries, Bookstore, Indiana Memorial Union, and fraternity and sorority houses. The Office of Career Counseling and Placement at IUPUI has both part-time and full-time job listings.

**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. For students enrolled in 7 or more credit hours, a prepaid fee of \$7 per semester entitles a student to most of these services. Those enrolled in less than 7 hours may prepay \$15 per semester. Those who do not prepay at the beginning of the semester (before Drop and Add Day) may pay for services as provided according to a schedule of charges available at registration and throughout the year at the Student Health Center. The Health Center building has a 18-bed infirmary. 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.

The Student-Employee Health Services (SEHS) is located at the Clinical Building at the Medical Center in Indianapolis. All full-time IUPUI students are eligible for the program of outpatient health care provided by SEHS. Part-time students are eligible on payment of a Health Service fee. There is no charge for the services of physicians, nurses, or speciality consultants. In addition, the clinic has available about seventy speciality clinics to which students may be referred. Prescriptions from SEHS cost a maximum of \$3. The University has also arranged for an optional health insurance plan to supplement the services provided by the SEHS Clinic. All full-time students and participating part-time students are eligible for this program through a private insurance carrier. Information is available at registration and at SEHS.

**Clinical Services.** The Reading and Study Skills Center (Bloomington) and the Learning Skills Center (Indianapolis) train students in improving reading speed and comprehension and study skills. Students with speech and hearing defects are eligible for therapy at the Speech and Hearing Center. In Bloomington 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. In Indianapolis the Adult Psychiatry Clinic at the Medical Center accepts students who are referred or who make direct application. Vocational information is kept up to date in the Occupational Library in the Counseling and Psychological Services Center and in the Placement Office, which also provide individualized testing services and consultation services to individuals and groups within the University community. Students have access to the Optometry Clinic.

**Business Library.** The Business Library, located in the School of Business Building in Bloomington, contains a carefully selected collection of 175,000 items. Books, journals, and loose-leaf services are arranged on open shelves with unlimited access for students. The Business Library also has a large collection of computer-indexed corporate annual reports, and at the request of class instructors, a collection of books is maintained on closed reserve.

Persons doing research in some subjects will find it necessary to use the economics and government publications collections and the older business materials which are located in the University Library directly across the street from the Graduate School of Business. Materials required for study of business teacher education are also housed in the University Library.

Business and economic books, journals, and loose-leaf publications used most by Indianapolis students are located in the Blake Street Library. Items not available at Indianapolis may be secured from Bloomington upon request to the Interlibrary Loan librarian at Blake Street where a film copy of the Bloomington libraries' catalog is located. Items not available at Bloomington may be available from the Blake Street Library upon request to the Interlibrary Loan office at Bloomington.

**Computer Centers.** Indiana University has extensive computing facilities, and the Graduate School of Business is a major use. University facilities include a CDC 6600, an IBM 370/158, a DEC 10, and PLATO terminals for computer-aided instruction. The most popular algebraic (e.g. FORTRAN, BASIC, ALGOL) and data processing (e.g. COBOL) languages are supported, as well as more specialized languages for simulation and data base management Program consulting, guidance in the use of program packages, and short courses are provided.

The Business Computer Center meets the major data processing needs of the Graduate School of Business. The center, located in the Business Building, has a remote batch processing system for entry into either the CDC 6600 system or IBM 370/158 system. Fast batch processing turn around times are achieved with this facility. Extensive card processing equipment and time sharing terminals are also available through the Business Computer Center.

**The Division of Research.** Founded in 1925, the Division fosters and supports the research activities of the Graduate School of Business and maintains offices in the School of Business in Bloomington and Indianapolis. 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 con-



tinuous in nature. Most of these projects and programs are centered around the business and economic environment of the state of Indiana.

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

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

Since 1957, the School has published 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.

**Behavioral Laboratory.** Much of the research conducted by the Graduate School of Business is of a psychological and sociological nature. In recognition of this fact, the Behavioral Laboratory was developed as an integral part of the School when it moved to its present site. It has proved to be an invaluable asset for the purpose of investigating task behavior, consumer behavior, group interaction, problem-solving, learning, role-playing, and decision-making.

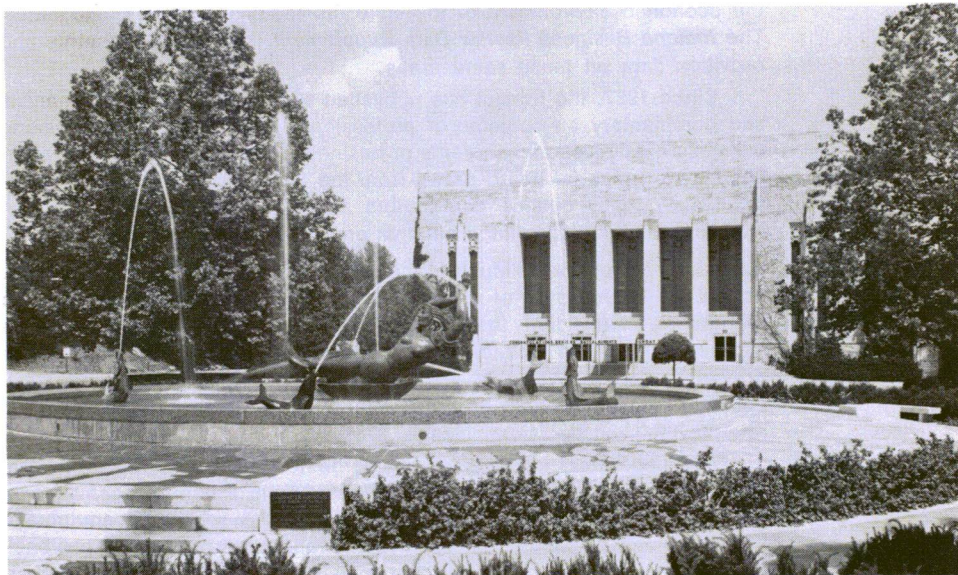
The Laboratory consists of one large testing room flanked by five smaller ones. These rooms are coordinated from a central control room which is completely fitted with audio and video recording equipment. Intercoms and amplifiers link each room while slide projectors, playback equipment, and tape recorders are instantly available. Almost any arrangement of apparatus can be set up for experimentation by remote control.

The Laboratory is administered by the Division of Research and is available to all Business School professors and doctoral students under faculty direction. While students, primarily undergraduates, are the main participants in the experiments, outside groups periodically make use of the facilities.

**Placement.** The Business Placement Office, located in the School of Business Building (Bloomington) and the Union Building G025M (Indianapolis), 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 student and alumni. The Business Placement Office coordinates the recruiting programs, makes information available regarding all job openings brought to its attention, and refers qualified students



and interested alumni to companies which do not interview locally. Files of all School of Business alumni are maintained by the Placement Office and kept available for reference at any time after graduation. Placement services are provided at those Indiana University campuses which have four-year programs.



Indiana University Auditorium



## Student Activities

A myriad of activities within the university community is open to M.B.A. and D.B.A. students and their spouses, ranging from lectures and professional events to spectator and participation sports.

### Graduate School of Business Associations

**M.B.A. Association.** The M.B.A. Association supplements the formal academic program with a wide selection of professional and social activities. Its principal objectives are to provide a basis for closer ties between members, bring about a greater interchange of ideas between students and the business world, and foster closer ties with the faculty.

The Association provides a diverse range of services, such as the monthly *M.B.A. Newsletter*, orientation of incoming members, organization of intramural sports teams, and block seating arrangements for sporting events. Activities sponsored by the M.B.A.A. include professional speakers, alumni panels, social events, and a public speaking seminar.

**D.B.A. Association.** The D.B.A. Association is an informal organization composed of all D.B.A. candidates in residence at Indiana University. The Association's major objective is to facilitate social and professional interaction among doctoral students, administration, and faculty and to aid in the academic development of the candidate.

Major activities of the D.B.A. Association include assistance with orientation, faculty teaching evaluations, and industrial tours. The D.B.A. luncheons held four times a year recognize both distinguished faculty, and those who have completed the D.B.A. program, and introduce new faculty members and candidates.

**Spouses Clubs.** The M.B.A. and D.B.A. Spouses Clubs have helped the spouses of graduate business students learn more about the M.B.A. and D.B.A. programs, appreciate the customs and mores of the business community, and know each other better.

### National Honorary Societies

**Beta Gamma Sigma.** The purpose of this society is to encourage and reward scholarship and accomplishment among students of business administration, to promote the advancement of education in the art and science of business, and to foster integrity in the conduct of business operations.

Election to membership in Beta Gamma Sigma is the highest scholastic honor that a student in business administration can win, and new members elected from among the master's degree students must rank in the upper 20 percent of those receiving the degree during the year. Doctoral students who have completed all requirements for that degree may be elected without restrictions as to number.

**Beta Alpha Psi.** Graduate and undergraduate accounting majors of high scholastic standing are eligible for membership in Beta Alpha Psi, the national professional accounting fraternity. The purposes of the fraternity are: to instill in its members a desire for continuing self-improvement; to cultivate in its members a sense of responsibility and service; 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 in the 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.

#### **Associations and Interest Clubs**

**Accounting Club.** This club is designed to establish and maintain a close fraternity among 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.** The International Association of Students in Economics and Commerce 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 Administration in the School of Business.

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

**American Society for Personnel Administration.** 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.

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

**Finance Guild.** An organization that informs graduate finance majors of the business placement opportunities within the fields of banking, corporate finance investments, and international finance. The Finance Guild also sponsors lectures and brings in prominent business leaders in the financial world.

**Insurance Club.** Students interested in professional aspects of insurance are invited into membership. The club devotes itself to the study of various current insurance practices, and discussion of public policy aspects of insurance.

**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 fields of advertising, retail-

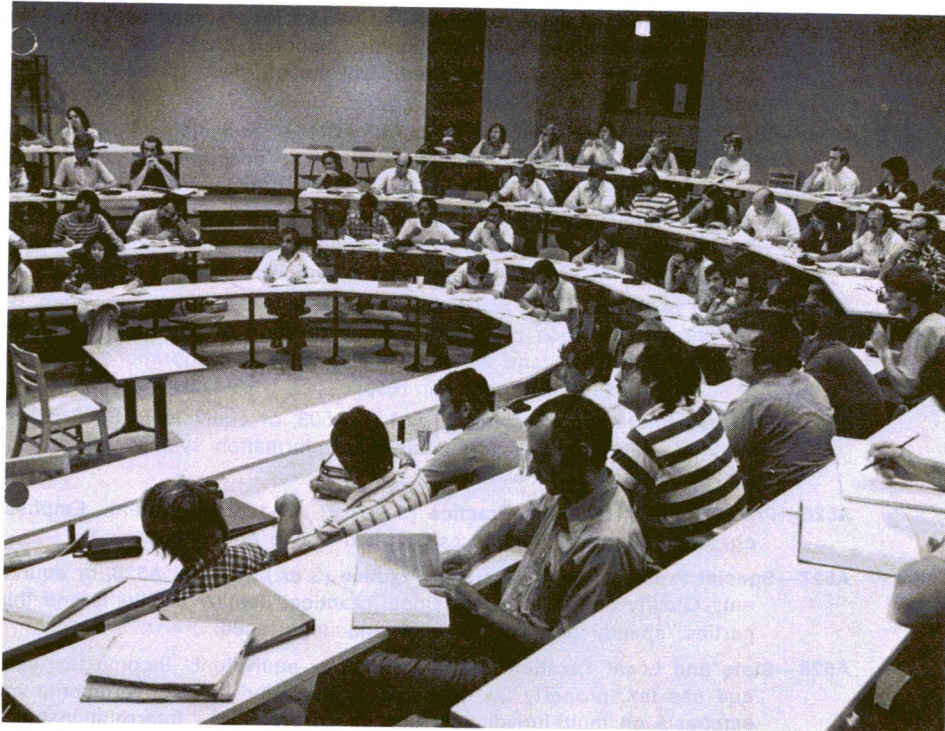


ing, and sales; and to promote fellowship among the marketing students and the faculty. Outside speakers frequently address the club.

**National Association of Business Economists.** The purpose of this club is to develop a better understanding of the responsibilities of business economists. Membership is open to all students interested in the field. To further its objectives the organization sponsors forums on current economic policy, invites prominent business economists to give both formal and informal presentations, and organizes field trips to midwestern cities.

**Operations Management Club.** The purpose of this organization is to develop a better understanding of the field of operations 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 operations management, and informal discussions with business executives active in the field of operations management.

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



M.B.A. Class Lecture



## **Courses in the Graduate School of Business**

### **Accounting**

- A501—Accounting Function in Business (3 cr.)** Provides the student with an understanding of the meaning, uses, and limitations of the historical and projected quantitative data produced by the accounting process.
- A503—Management Accounting (3 cr.)** P: A501 or equivalent. For graduate students not following an accounting track. Evaluation and utilization of quantitative data collected for management. Uses of management accounting in the decision-making processes. Credit will not be given for both A503 and A513.
- A508—Accounting for Public Administration (3 cr.)** P: Graduate standing. For persons interested in the financial administration of governmental and nonprofit entities. No accounting background required.
- A510—Financial Accounting Theory and Practice I (3 cr.)** P: A501. Intermediate financial accounting theory and problems. Asset valuation, and income measurement. Preparation and analysis of financial statements.
- A511—Financial Accounting Theory and Practice II (3 cr.)** P: A510 or equivalent. This course is a financial accounting theory and problems course continuing A510. Covers material generally found in Advanced Financial Accounting texts.
- A513—Accounting Data for Management Control (3 cr.)** P: A510 or equivalent. Determination, analysis, and reporting of data for planning and controlling operations. Includes flexible budgets, standard costs, and systems of determining historical costs. Credit will not be given for both A503 and A513.
- A514—Auditing Theory and Practice (3 cr.)** P: A511 or equivalent. Verification of financial statements by independent public accountants and internal auditors. Emphasis on work of the C.P.A.; formal report.
- A515—Federal Income Taxes (3 cr.)** P: A501 or equivalent. Internal Revenue Code and Regulations. Income exclusions, deductions, and credits of individual, partnership and corporate taxable entities.
- A522—Taxation of Partnerships and Fiduciaries (3 cr.)** P: A515 or equivalent. Intensive consideration of federal income taxation of partnerships, limited partnerships, trusts and electing small business corporations; selection of suitable tax entities; income in respect of a decedent.
- A523—Business Information Systems (3 cr.)** P: A503, or equivalent. S505 recommended. Requirements for a business information system; elements of systems design and installation.
- A526—Professional Accounting Practice (3 cr.)** P: A511 or equivalent. Emphasis on preparation for practice as Certified Public Accountant.
- A527—Special Problems in Professional Practice (3 cr.)** P: A514, A526, or equivalent. Quality control of professional practice; liability to clients and third parties; special problems of emerging importance.
- A528—State and Local Taxation (3 cr.)** P: A515 or equivalent. Income tax, sales and use tax, property tax concepts of state and local governments with emphasis on multi-jurisdiction situs of corporations. Interrelationship of the various federal, state and local taxes.
- A529—Internship in Accounting (1 cr.)** Open to graduate accounting majors. Students, upon approval of Department of Accounting faculty, are placed



- with cooperating firms to receive on-the-job training in accounting. Supervision by faculty; research reports; research project required.
- A550—Seminar in Accounting Theory and Research (3 cr.)** P: A511 or equivalent. A study of contemporary accounting theory and research into topics of emerging importance.
- A590—Independent Study in Accounting (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- A615—Research in Taxation and Regulatory Accounting (3 cr.)** P: A515 or equivalent. Methods and materials available for tax research; procedures provided for resolution of tax controversies; comprehensive evaluation of available research sources. The student researches actual tax problems.
- A616—Estate and Gift Taxation (3 cr.)** P: A522 and A615. Concepts of federal estate and gift taxes; estate planning.
- A621—Asset Valuation and Income Determination (3 cr.)** P: A550 or equivalent. Advanced study of theories of asset valuation and income determination; evaluation of proposed alternatives to currently accepted bases.
- A622—Taxation of Corporations and Their Shareholders (3 cr.)** P: A515 or equivalent. In depth consideration of the management of taxes related to corporations including: organizational aspects; capital structure; subchapter S election; dividends and nonliquidation distribution; accumulated earnings and undistributed income; stock redemptions and partial liquidations; preferred stock bailouts; complete liquidations; collapsible corporate reorganizations; affiliated corporations.
- A623—Corporate and Financial Planning Models (3 cr.)** P: A503 or equivalent and knowledge of FORTRAN or BASIC, or permission of instructor. Development of a complete corporate financial planning model utilizing the computer and appropriate modeling methodologies.
- A624—The Attest Function (3 cr.)** P: A514 or equivalent. Theory of the attest function and advanced practical applications. Philosophy, decision theory, statistical sampling, simulation, and auditing of computerized data.
- A625—Profit Planning (3 cr.)** P: A513 or equivalent. Capacity concepts; product vs. period costs; methods of computing profits—inventory valuation concepts; development of standard costs (manufacturing targets); variable budgets; marginal, incremental, and full cost concepts; development of distribution cost standards; gross profit and contribution margin; return on investment.
- A751—Seminar in Accounting Theory (3 cr.)** P: A550 or equivalent. Theoretical problems of accounting, especially those of income determination, valuation, and effects of price-level changes.
- A752—Seminar in Tax Planning (3 cr.)** P: A622. Presentation, following research and analysis, of papers relating to tax planning. Analysis will include consideration of the impact of income, estate, and gift taxes on the plan; selection of tax entity (entities) for implementation of the plan; anticipation of attacks; accomplishment of overall objectives.
- A753—Seminar in Management Accounting (3 cr.)** P: A625. Interfaces between management accounting and (1) financial accounting, (2) statutory and regulatory requirements, (3) quantitative analysis, (4) data processing, and (5) behavioral sciences. Extensions of management accounting; measuring economic and social costs, measuring benefits.



**A754—Seminar in Information Systems (3 cr.)** P: A523. Establishing information requirements, developing gross system concepts, detailing the design. Behavioral considerations. Data processing systems vs. information systems. Evaluating information systems.

**A798—Research Seminar in Accounting (D.B.A.) (cr. arr.)** P: A511 or equivalent. A study of the application of research methodologies to topics appropriate for investigation by accounting doctoral candidates and faculty members. Designed to aid in the development of formal thesis proposals by doctoral candidates.

### **Administrative and Behavioral Studies**

**J504—Society, Business, and Administration (3 cr.)** Examines the key political, legal, institutional, and moral foundations of business and the changing role of the private business firm and its administrators in both domestic and international settings. Cases emphasizing economic, social, and moral problems having implications for corporate policy are used to develop the analytical skills and knowledge necessary to adapt the firm to its changing environment.

**J518—Administrative Policy (3 cr.)** P: W502; also see sequencing rules on page 17. Administration of the business firm from the point of view of top management involving: the formulation and administration of policy; the integration of internal operations with each other and with environment; the diagnosis of executive and organizational problems; the evaluation of business risks and strategy alternatives; the development of long-range plans and programs; the means of organization and executive control; and the evaluation of administrative strategy for the business corporation. Case studies and research reports supplement lecture-discussions and selected readings.

**J602—Seminar in Administrative Policy (3 cr.)** Student studies and contributes to the conceptual framework of the discipline. Specific emphasis placed on following: methods of identifying opportunities and risks present in the organization's changing environment; methods of projecting new objectives and operating strategies on the basis of the organization's current strategic posture; techniques for evaluating alternative courses of executive action; influence of the values of managers and of their constituents on objectives and operating policies; the long-range planning processes; and the measurement and control of results.

**J604—Seminar in Business and Society (3 cr.)** Focuses on an examination of the general values rooted in Western man's view of the universe and the human condition with the purpose of gaining an understanding of the underlying and basic forces that have fostered and shaped the business society with its inherent material success and secular problems. Business firm seen as drawing its energy and discipline from the perfectibility-of-man doctrine of eighteenth-century philosophy. Emphasis placed on recent attempts to redefine the perfectibility-of-man ideal and on what this may portend for administrative perspective, the business organization, and the bourgeois society.

**J798—Research Seminar in Administrative Policy (3 cr.)** Overview of the nature and tactics of research, the application of theoretical and empirical designs and methods.



- Z502—Organizational Behavior and Human Performance (3 cr.)** Behavior of individuals within goal-seeking organizations, with consideration given to learning, motivation, perception, attitudes, cognition, social facilitation, and social reinforcement.
- Z503—Organizational Behavior and Organizational Effectiveness (3 cr.)** P: Z502 or equivalent. Determinants of group and organizational performance, with consideration given to intragroup and intergroup processes, complex organization processes, and the behavioral consequences of organizational structure.
- Z513—The Administration of Personnel Systems (3 cr.)** P: Z502 or equivalent. Nature of the personnel system in the firm; selected areas of recruitment and selection; training and development; performance appraisal and evaluation; general communication systems; role of government in personnel administration.
- Z514—Seminar in Industrial Relations (3 cr.)** Industrial relations from manager's point of view: bargaining procedures, basic institutional issues in bargaining, economic-related administrative clauses, strike and lockout tactics, contract administration, roadblocks to union-management cooperation; community relations function.
- Z515—Personnel Measurement (3 cr.)** P: Z502 or equivalent. Psychology of individual differences and motivational theory provided as background for enlightened use of psychometric techniques in selection decision-making, wage administration, and morale assessment.
- Z590—Independent Study in Personnel and Organizational Behavior (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- Z602—Seminar in Organization Behavior (D.B.A.) (3 cr.)** P: Z502 or equivalent. Emphasizes major bodies of theory and empirical facts generated by the study of individuals and groups within the organizational context. Special attention given to psychological, social-psychological, and sociological variables crucial in explaining and predicting behavior of individual and group subsystems within the organizational system.
- Z603—Theories of Social Influence (3 cr.)** P: Z503 or equivalent. Designed to provide both exposure to, and a critical evaluation of, the major theories of human influence processes. Consideration given to the general nature and function of social science theory, role theories, theories of social influence and of socialization, leadership theories, and noninstitutionalized influence processes.
- Z634—Seminar in Applied Behavioral Measurement (3 cr.)** Designed to provide a working familiarity with a variety of psychometric procedures and statistical analytic techniques utilized in behavioral research. Consideration is given to the general problems of behavioral assessment, the development and use of specific scaling strategies including graphic rating scales, attitudinal scales, paired-comparison, forced choice, and multi-dimensional scales. Emphasis is on computer applications, attempting to develop skills on the use and interpretation of techniques in order to facilitate graduate research efforts.
- Z798—Seminar in Behavioral Research (3 cr.)** Seminar in behavioral research; overview of nature and tactics of research and the application of experimental design and psychometric methods.



- W501—Administration of Enterprises (3 cr.)** For nonbusiness graduate students. Designed to develop managerial capacity in a variety of complex institutions; situation evaluation; goal setting; organizational, staff, and program development; input/output coordination; innovation and change. Projects, exercises, and cases emphasizing significant variables, constraints, and interactions.
- W502—Administration (3 cr.)** P: Z502, K501; also see sequencing rules on page 17. Aims to develop and integrate student capacity to put knowledge to use. Develops insight into several functional areas of a business organization, the key decision variables in each area, and, especially, the systematic relationship among these variables. Planning, organizing, controlling, and involvement in the use of strategic planning techniques to cope with risk and uncertainty. Understanding and using quantitative techniques and interpersonal dynamics in a group decision context. Computer simulation business games and group decision exercises are the basic vehicles for experiential learning. These are combined with supplementary readings and conferences.
- W506—Comparative Studies in Administration (3 cr.)** Analysis of administration as a variable in organizations of differing ownership, purpose, and operation functioning in differing environments to create varying goals and values. Emphasis is on the search for like and unlike attributes and patterns and comparison from one kind of private and public or joint control to another in firms and agencies of varied purpose and function operating in widely differing economic, social-cultural, political, technological, and moral environments.
- W511—Entrepreneurship (3 cr.)** Designed for M.B.A.'s interested in pursuing entrepreneurial careers. Primary attention given to managing a new or rapidly growing business. Alternate sources of capital examined and conditions of utilization of each source established. Various growth strategies considered, along with supporting public policy and personal requirements for entrepreneurial success. *Because of emphasis on U.S. securities and tax laws, not recommended to foreign students.*
- W512—Perspectives of Future Managers (3 cr.)** Focuses on those existent trends which can be identified as shaping the managerial requirements of the future, the changes developing from the impinging factors and forces in our present society. Considers impact of changing social values, changing concepts of authority, legislative actions, limits of growth, increasing resource constraints, and increased population and educational levels. Includes discussion of concept of managerial pro-action vs. reaction, the issue of a managerial credibility gap, and managerial communication.
- W516—Organizational Development and Change (3 cr.)** P: Z503. Techniques for introducing and successfully managing change in complex organizations. Forces inducing change, organizational barriers to change, strategies for overcoming resistance to change, intervention techniques, and elements of effective organization change programs.
- W530—Theories of Organization (3 cr.)** Social-scientific studies of organizations. Comparative analysis-seeking patterns and systematic explanation of differences among organizations. Focus on dynamics of interaction between organizations and their environments. Empirical evidence considered.



- W590—Independent Study in Management and Administration (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- W601—Current State of Administration (3 cr.)** Critical appraisal of current theories of administration including the assumptions on which they rest, the environment in which they were conceived, the disciplines on which they draw, the concepts used to achieve focus and integration, the problems addressed, the methods used to collect and analyze evidence, the proofs accepted, the practical consequences to which they lead, and the implications for strengthening a discipline of administration. Emphasis is on responsibilities, roles, and values involved in administration; the interaction of administrators, organizations, and environments, and the processes involved in administering complex organizations with multiple goals and programs in varied environments.
- W605—Management Thought: History and Development (3 cr.)** Identification, analysis, and synthesis of fundamental concepts of management and administration as they emerged in the environmental conditions and prevailing value systems of the nineteenth and twentieth centuries.
- W606—Simulation Gaming (3 cr.)** Basic objective to examine simulation gaming as contemporary pedagogical device. Course provides a viewpoint of the historical development of gaming and a survey of current practices ranging from longitudinal complex computer simulation exercises. Current issues and controversies in simulation gaming examined through an extensive review of the gaming literature.
- W798—Research Seminar in Management and Administrative Studies (cr. arr.)** On-going departmental seminar at the doctoral and postdoctoral level concerned with strategies for constructing theory, designing research, and the relation and use of both in building a discipline of administration. Emphasis is on any combination of contributing disciplines, analytical tools, conceptualization, cumulation, innovation, and verification that will help in designing and executing studies to advance the discipline.

### **Business Economics and Public Policy**

- G502—Managerial Economics (3 cr.)** Provides the student with an opportunity to learn the central core of traditional microeconomic theory including the theory of the firm, the theory of consumer demand, and the theory of markets, while also introducing applications of the theory to several areas of business decision-making.
- G503—Business and Public Policy (3 cr.)** Applies economic analysis to three great problems of public policy and suggests policy prescriptions in the broad categories of antitrust, commission regulation, and economic stabilization. Emphasis is placed on preparing business executives for dealing with increasingly complex problems of the firm in its relationships with government at both state and federal levels.
- G504-G505—Economic Theory in Business Decisions, I and II (3-3 cr.)** P: consent of the Chairperson of the D.B.A. Program. A two-semester sequence of courses designed to prepare doctoral students for proficiency in applied economics. These courses emphasize (1) microeconomic theory and its application to market analysis and to firm decision-making and (2) macroeconomic theory and its applications to business conditions analysis.



- G509—Analysis of Business Conditions (3 cr.)** P: see sequencing rules on page 17. Designed to develop the student's ability to interpret economic trends and to analyze forecasts of business conditions. All students are required to prepare a short-term forecast of the nation's economy. As a background for the work in forecasting, the course includes introductory work in national income accounting and theory.
- G531—Applied Urban Economics: Theory, Problems, and Policy (3 cr.)** Applies the tools of economic analysis to cities and to particular urban problems. Areas of study include the theory of urban growth and structure, location theory, and relationships between households, business firms, and the public sector in dealing with various urban problems.
- G532—Faculty-Graduate Student Research Workshop in Applied Urban Economics (cr. arr.)** For all faculty, postdoctoral fellows, and graduate students in Applied Urban Economics. Faculty, graduate students, and visiting scholars will give reports on research in progress. M.B.A. candidates may take the workshop for credit as a second course in Applied Urban Economics. Those enrolled for credit will develop a program of study dealing with topics in urban economics.
- G550—Seminar in Business Conditions Analysis (3 cr.)** P: G509 or permission of instructor. The prospects for future growth in the United States considered. Analysis of the process of national economic growth and growth prospects in specific industries.
- G560—Explorations in Entrepreneurial History (3 cr.)** Considers at a sophisticated level the social and economic environment in which business institutions emerged and developed and the reciprocal effects of business institutions on their social and economic environment.
- G561—Industry Problems in Business History (3 cr.)** Seminar for M.B.A. and doctoral candidates. Cooperative examination of a historical problem in a major industry; conducted on a workshop basis. Develops new factual material, including the reconstruction of time series; makes original contributions to our knowledge of business and economic history.
- G590—Independent Study in Business Economics and Public Policy (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- G601—Applied Microeconomic Analysis (3 cr.)** P: G504 or equivalent. Applies the tools of microeconomic theory to problems in industrial organization, decision-making by the firm, input-output analysis, estimations of economic relationships, evaluation of public projects, and welfare economics.
- G610—Regulation of Market Structure and Business Practice (3 cr.)** P: G406 or G503 or equivalent. Development, current status, and critical analysis of public policies toward business in areas of unfair competition, monopoly, and restraint of trade. General philosophical considerations.
- G611—Regulation of Specific Industries (3 cr.)** P: G502, G504, E521, E621, or permission of instructor. An examination of the rationale for industry regulation, the political-economic response to the need for regulation, an evaluation of alternative forms of regulation, and an examination of the economic effects of regulation. Stress is placed on implications for pricing, efficiency, and resource allocation. A small number of industries will be studied in depth.



- G612—Money: Theory, Evidence, and Policy I (3 cr.)** P: G509 or equivalent, or permission of instructor. Student's knowledge of economic analysis is extended to monetary matters. Topics covered are the monetary supply process, the demand for money, the nature of the transmission mechanism from the monetary to the real sector of the economy, and an evaluation of crucial policy documents and statements dealing with the effects of monetary policy on economic activity.
- G613—Money: Theory, Evidence, and Policy II (3 cr.)** P: G509 or equivalent, or permission of instructor. Topics covered are a comparison of fiscalist and monetarist hypotheses; a comparative analysis of the financial sectors of large econometric models; the Eurodollar market and the world money supply; the effectiveness of monetary and fiscal policy in an open economy; problems of policy coordination in interdependent economies; growth of international liquidity; features of present international monetary arrangements; problems of coexistence of special drawing rights, dollar assets, and gold.
- G619—Seminar in Applied Economic Analysis (3 cr.)** P: Economics E621, E622 or equivalent, working knowledge of current economic statistics and statistical methods. Use of economic theory, national income, and other statistics in analysis of concrete economic problems.
- G630—Methods of Urban and Regional Analysis (3 cr.)** Study topics include the theory of urban and regional growth, the economics of location and land use, techniques of urban and regional analysis such as urban and regional social accounting, input-output model, gravity models, and linear programming.
- G631—Problems and Policy for Urban Development (3 cr.)** P: G630 or permission of instructor. Selected problems of contemporary cities. Attention will be given to benefit-cost analysis, nonmarket decision-making, user charges, and externalities in an urban context.
- G798—Research Seminar in Business Economics and Public Policy (3 cr.)** P: consent of instructor. Each student will develop and initiate an individual research project in business economics. Students will participate in evaluation of research projects of other seminar members.

### **Business Education\***

- B503—Foundations of Business Education (3 cr.)** Principles and philosophy of business education relating to objectives, curriculum-planning, guidance, and preparation of business teachers; principles, history, philosophy, and administration of vocational education; application to vocational office education; understanding of federal laws and state plans as they affect federally aided office education programs.
- B504—Curricular Materials and Practices in Business Education (3 cr.)** Acquaintance with evaluation and development of instructional materials in the various business subjects; study of appropriate curricula for business education at the secondary, adult, junior college, college, and university levels.
- B523—Improvement of Instruction in Basic (Social-Business) Business Subjects (3 cr.)** Objectives: available instructional materials; teaching problems of

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\* None of the 500 level B courses may be used to satisfy the nine-hour subject-matter concentration (cognate area) requirement for the profession teaching certificate.



such subjects as general business, economic geography, business law, consumer economics, business organization and management, salesmanship, economics.

- B524—Improvement of Instruction in Typewriting (3 cr.)** P: graduate standing, reasonable skill in typewriting. Teaching procedures basic to proficiency in typewriting and related skills; available instructional materials; measurement of motor skills; standards of achievement.
- B525—Improvement of Instruction in Bookkeeping and Related Office Skills (3 cr.)** P: A206 or equivalent. Problems and procedures in accounting and related knowledge and skills. Materials, tests, standards, and teaching procedures in accounting and business mathematics. Learning problems of students analyzed.
- B526—Improvement of Instruction in Shorthand and Transcription (3 cr.)** P: Graduate standing and reasonable skill in shorthand. Problems in the development of occupational proficiency in shorthand; available instructional materials; achievement tests; standards of achievement; transcription problems. Teaching problems of students emphasized.
- B550—Seminar in Business Education (M.B.A.) (3 cr.)** Intensive study of selected problems in business education; techniques of coordination of vocational business programs; directing intensive office laboratories; application of relevant work experience methodology; curriculum planning for federally reimbursable office education programs, techniques of community surveys, development of laboratory training stations, and preparation of local plans.
- B590—Independent Study in Business Education (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- B605—Administration and Supervision of Business Education (3 cr.)** Local, state, and federal programs; financial support; guidance for business students; measurement and evaluation; physical layout, furniture, and equipment; training, selection, and assignment of teachers; in-service training; new materials, current publications; public relations and publicity; review of research; business teacher education.
- B606—Current Problems in Business Education (cr. arr.)** Analysis of current business education problems; viewpoints of national business education leaders. Problems growing out of the needs and interests of students in the class.
- B680—Supervised Readings in Business Education (cr. arr.)** P: consent of student's adviser. For advanced graduate students preparing for field examinations.
- B750—Seminar in Business Education (D.B.A.) (cr. arr.)** Problem areas in business education; selecting, planning, and outlining a problem in business education; applicability of research methods to business education problems; collecting, processing, and interpreting data; generalizations, summaries, conclusions, and recommendations; writing research reports.
- B753—Problems Seminar in Business Education (cr. arr.)** Identification and analysis of problem areas in education and business affecting business education. Integration of the various aspects of education for business; development of alertness to problem-generating phenomena.
- B790—Research in Business Education (D.B.A.) (cr. arr.)** Individual study of significant problems in business education in the field, laboratory, or library. Staff supervision.



**C502—Management Support Systems (3 cr.)** A study of elements involved in the analysis, planning, and organization of management support systems for business and educational institutions. Includes analysis of in-use systems, identification of organization requirements, documentation and reporting of analyses and proposals, and design of alternative support systems. Suggested for students in business or educational systems administration.

**C506—Seminar in Office Management (3 cr.)** Intensive study of selected problems; case studies of office practices and procedures in typical business firms; reports of research on office management problems; field investigations in representative business firms.

### **Business History**

**H590—Independent Study in Business History (cr. arr.)** For advanced graduate students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.

### **Business Law**

**L502—Current Business Problems and the Law (3 cr.)** Examines current problems facing business or society, and the present and potential legal solutions to these problems.

**L506—Legal Concepts and Trends Affecting Business (3 cr.)** P: see sequencing rules on page 17. The development of law in the United States and its relationship to changes in goals and values of society, property rights, distribution risks from social and economic interaction, organizational and governmental regulation of economic activity. In-depth treatment of selected topics of special importance to current business decision making, and an examination of probable directions of change in the law in the next few decades.

**L510—Business Law—C.P.A., C.L.U., and C.P.C.U. Review (3 cr.)** P: consent of instructor. Intensive review of those fields of law usually covered in C.P.A., C.L.U., and C.P.C.U. examinations.

### **Finance**

**F502—Management of Business Finance (3 cr.)** P: A501, K501; also see sequencing rules on page 17. An introduction to the firm's investment, financing, and dividend decisions; includes working capital management, capital budgeting, and capital structure strategies.

**F503—Short-Term Financial Management (3 cr.)** P: F502, K503, K504. The management of short-term assets and liabilities. Topics include cash management, credit policy, banking relations, short-term forecasting, accounts payable management, and liquidity policy.

**F504—Strategic Corporate Financial Planning and Policy (3 cr.)** P: F503, K503, K504. The planning and management of long-term assets and liabilities, and the impact of strategic financial decisions on the corporation; includes capital budgeting and long-run investment policy, long-term risk

management, the financial structure and policy of the firm, the cost of capital, and dividend policy. Introduces computer models applied to strategic planning.

**F524—Investment Management (3 cr.)** P: F502, K503, or equivalents. Conceptual and analytical frameworks for formulating investment policies, analyzing securities, and constructing portfolio strategies for individuals and institutions.

**F527—Speculative Markets and Investment Strategies (3 cr.)** P: F524 or equivalent. An in-depth analysis of the market for commodities, options, real estate, and other speculative instruments. An examination of strategies for investing in these and other types of instruments.

**F540—Commercial Bank Management (3 cr.)** P: F502 or equivalent. Policies and decisions of commercial bank managers; includes asset, liability, and capital management within the legal, competitive, and economic environment.

**F545—Money and Capital Markets (3 cr.)** Determinants of demand and supply of funds; market interrelationships, including those with foreign money and capital markets; role of financial institutions; level and structure of interest rates; impact of government.

**F590—Independent Study in Finance (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.

**F594—International Finance (3 cr.)** P: F502 or permission of instructor. Financial management of foreign operations of the firm. Financial constraints of the international environment and their effect on standard concepts of financial management. Study of international currency flows, forward cover, and international banking practices.

**F600—Business Finance Models (3 cr.)** P: F503, K511, or equivalents, or permission of instructor. Theory of financial valuation. Discussion and development of models of asset mix and capital structure.

**F605—Seminar in Financial Management (3 cr.)** P: F600, F620 or permission of instructor. Recent developments in the financial management literature. Participants will be involved in the intensive study of existing theory and extension or tests of that theory.

**F620—Investment Analysis and Portfolio Theory (3 cr.)** P: F502, K503, or equivalents. Application of quantitative techniques to the portfolio selection process and to the analysis of securities. Analysis of capital markets in terms of individual securities and groups of securities.

**F625—Seminar in Financial Markets (3 cr.)** P: F600, F620 or permission of instructor. Recent developments in the financial markets literature. Participants will be involved in the intensive study of existing theory and extension or tests of that theory.

**F644—Seminar in Financial Institutions (3 cr.)** P: permission of instructor. Current problems and issues in financial institutions and the money and capital markets.

### **Insurance**

**N503—Insurance Seminar (3 cr.)** Current problems in insurance; opportunities for individual study of subjects of special interest; preparation and presentation of reports; discussion and criticism.



- N525—Private and Public Programs in Life and Health Insurance (3 cr.)** Fundamentals of life and health insurance; rate-making; reserves; price measurement; contract provisions; programming; relationship between private and public sectors; current problems.
- N526—Property and Liability Insurance Applications (3 cr.)** Theory of insurance; criteria for uses of insurance in business operations; nature of property-liability insurance contracts, prices, and markets; a case study application.
- N590—Independent Study in Insurance (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.

### **International Business Administration**

- D502—Introduction to International Business (3 cr.)** Economic, political, and social environment of foreign business affairs in "developed" and "under-developed" countries. Influence of environment of business policy both in marketing and overseas operations. Representative case studies.
- D519—Environmental Analysis for International Business (3 cr.)** P: consent of instructor. Patterns of government and business relationships throughout the world; economic and political philosophies, the role of government in economic planning, economic development, and control of private business; analysis of the "mix" of public and private activity in specific industry sectors.
- D527—Business and Economic Growth: Selected Geographic Areas (3 cr.)** P: consent of instructor. International trade, international business, and economic growth patterns in selected geographic areas. Selected issues of major current importance.
- D590—Independent Study in International Business (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- D620—International Business Administration: Selected Issues (3 cr.)** P: D502, Economics E430, or equivalent. Seminar on topics and regions of current interest in international business. Visiting business leaders, guest lecturers. Review and analysis of student case studies and special research reports.
- D798—Research Seminar in International Business.** A study of research problems and interests in international business. Designed to aid in the development of the doctoral candidate's own formal thesis proposal.

### **Marketing**

- M502—Marketing Management (3 cr.)** P: A501 or equivalent; also see sequencing rules on page 17. Emphasizes the firm's planning and decision-making procedures in such areas as market measurement, product development, pricing, promotion, and distribution. Utilizes texts, cases, and readings to give students experience in managing the components of the marketing mix.
- M503—Marketing Analysis and Problem Solving (3 cr.)** P: M502, K503. An analytical, information based approach to solving major classes of marketing management problems, such as forecasting, market segmentation and



resource allocation. Case problem applications of problem structuring and marketing data collection, processing and analysis.

- M520—Sales Management (3 cr.)** Determination of the number of salesmen to hire, selecting, training, compensating, and evaluating salesmen; allocation of selling effort to products and customers; design of sales territories and scheduling of sales calls. Emphasizes industrial selling using the case approach.
- M544—Marketing Communications (3 cr.)** Theories and practices of advertising, sales promotion, and public relations as they relate to the overall marketing program. Emphasis is placed on policy planning, decision tools, and the legal and social environment.
- M545—Marketing Institutions and Channels (3 cr.)** An examination of the channel as a marketing system and the business units that make up that system. The forces that influence elements of the channel are analyzed with emphasis on reasons for change and future marketing patterns. The industrial marketing channel and the role of the channel in total marketing strategy are also examined.
- M546—Marketing Strategy (3 cr.)** P: M502 or equivalent. Major marketing decisions in a problem or simulation setting; in-depth study of problems of general marketing management where students develop sets of marketing plans and strategies in a way that integrates and applies analytic techniques; entrepreneurial and interfunctional aspects of marketing.
- M548—Decision Theory in Marketing (3 cr.)** P: M502, K501, or consent of instructor. Marketing problem-solving and decision-making. Emphasis on decision theory, analytical models, quantitative analysis, and operations research.
- M549—Market Research and Analysis (3 cr.)** P: M502, K501. Typical marketing problems, relevant research techniques. Basic marketing data sources, research activities, basic analysis techniques, interpretation of results of research.
- M550—Buyer Behavior—Marketing Management (3 cr.)** P: M502 or equivalent. Integrates selected topics in buyer behavior with marketing management applications. Each student reads in each topic, develops one topic in depth in the context of a specific brand or market, and in some cases conducts a small empirical study.
- M590—Independent Study in Marketing (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- M594—International Marketing (3 cr.)** Differences in market arrangements and in legal, cultural, and economic factors in different countries. Planning and organizing for international marketing operations, forecasting and analyses; interrelationships with other functions; strategy of product, pricing, promotion, channels; case studies.
- M651—Behavior in Markets (3 cr.)** P: Admission to D.B.A. Phase II. Alternative approaches to the understanding of the market structures: process of buyer behavior, including decision-making, search, motivation, influence, and interaction; an examination of normative behavior models.
- M652—Seminar in Marketing Models and Systems (3 cr.)** P: Admission to D.B.A. Phase II. In part, a micro-decision-making approach dealing with the



development of an analytical framework and its application to decision areas in marketing; a macro-institutional approach to the marketing system; attention to public interest problem areas in marketing.

**M753—Research Methods in Marketing (D.B.A.) (3 cr.)** A study of basic research philosophy and methods, the research process as it pertains to the social sciences, and specific experimental and field designs and the associated data processing methods most likely to be employed in contemporary business research.

**M798—Research Seminar in Marketing (D.B.A.) (3 cr.)** A study of research problems and interests in marketing with each participant preparing and defending a major research proposal of his own. Designed to aid in the development of the doctoral candidate's own formal thesis proposal.

### **Operations and Systems Management**

**P502—Operations Management (3 cr.)** P: A501; also see sequencing rules on page 17. Major problems in managing the production distribution, materials, and information functions of manufacturing and service systems. Capacity determination, operating procedures analysis, operating systems design, control systems development, and new technology evaluation. Case examples of management skills required in the operating environment.

**P525—Operations Information and Control Systems (3 cr.)** P: P502. Design of information and decision systems for allocating resources and scheduling activities. Operations control includes: inventory theory, demand forecasting techniques, aggregate output planning, project planning, and job-shop scheduling. Information systems include: system requirements, communications, file structures, and design of computer-based systems for control of larger-scale production and logistic operations.

**P530—Research Management (3 cr.)** P: P502. Process of technological innovation within the firm including the origination, development, and implementation of new products and processes. Technological forecasting: exploratory, predictive, and goal-oriented approaches. Corporate strategy, project organization, generation of new product ideas, new technical enterprise. Broader issues of the transfer and diffusion of technology, the impact of technology on environmental quality, individual and social values, and public policy.

**P540—Operations Policy (3 cr.)** P: P502, W502. Policy issues confronting top plant and operations management. Topics include: cost reduction programs, design and implementation of improved information and control systems, organizational development and change, expansion decisions, introduction of new process technology, control of multiplant operations, international manufacturing activity.

**P590—Independent Study in Operations (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.

**P601—Operations and Logistics Models (3 cr.)** P: K503, K511 and P525 or T505. Advanced seminar devoted to an in-depth review of the research literature on the design of production and logistics systems.

**P602—Operations Design and Control (3 cr.)** P: K511, P525. In-depth review of research literature relating to planning and control of production systems.



Other topics include: technology management, productivity and cost reduction, quality control.

- P620—Decisions and Artificial Intelligence (3 cr.)** P: K525. Methods for the analysis of nonnumerical decision problems in production including plant layout, assembly-line balancing, and scheduling. List processing: list structures, basic processes, recursion. Topics in graph theory: enumeration of paths, shortest-path problems, matrix methods. Artificial intelligence: representation of data, state-space search, problem reduction.
- P625—Dynamic Control Systems (3 cr.)** P: P525, K511. Dynamic properties of control systems: stability, transient and frequency response. Optimal control: calculus of variations, maximum principle, dynamic programming for deterministic control problems, and stochastic and adaptive control. Topics in inventory theory.
- P798—Research Seminar in Operations Management (3 cr.)** P: P601 and P602 or approval of instructor. Selected research topics of current interest in operations management. Each student plans, conducts, and reports on an independent research project. Designed to assist the doctoral candidate in developing a formal dissertation proposal.
- S505—Introduction to Management Information Systems (3 cr.)** P: K502 or equivalent. Conceptual foundations of M.I.S. including: concepts of information, humans as information processors, systems theory, managerial and organizational concepts relevant to M.I.S., and value of information for decision-making. Structure of a M.I.S., management of M.I.S. development, operation, and evaluation. Emphasis on user/system interface.
- S520—Technology of Information Systems (3 cr.)** P: S505 and Computer Science C303 or equivalent. Provides necessary technical background for information systems specialist. Discusses various computer hardware and software characteristics, analyzes strengths and limitations, and their application to practical situations. Special emphasis on concepts and software relevant to the creation and management of data bases for M.I.S.
- S535—Advanced Topics in Management Information Systems (3 cr.)** P: S505 Selected key topics in M.I.S. such as: Software Systems, Online Realtime Systems, Data Telecommunications, Data Management and Retrieval, Database Management Systems, Distributed Processing System, Control and Administration of M.I.S., Controls and Auditing in D.D.P., Legal Aspects of Computing, Socio-Technical Systems Design, Research in M.I.S., Project Management.
- S560—Management Information Systems Design and Applications (3 cr.)** P: S520 and A523 or permission of instructor. Integration and application of the concepts, tools and techniques learned in prior M.I.S. courses using cases and/or field studies. Consideration of the economic, organizational, behavioral, technical, legal and other environmental contingencies in information systems design. Consideration of issues in project team management and systems integration.
- S798—Research Seminar in Management Information Systems (3 cr.)** P: Permission of instructor. In-depth examination of selected research topics of current interest in management information systems. Each student will plan, conduct, and report on an independent research project.



## Public Utilities

- U501—Public Utility Theory and Analysis (3 cr.)** Not open to students with U300 or equivalent. The economic, legal, and historical developments of public utilities are explored and analyzed. Regulatory theory as it applies to the electric, gas, water, and communications industries is discussed. Also, the controversial issues of public versus private ownership are investigated.
- U506—Problems in Public Utility Regulation and Management (3 cr.)** P: U501. Critical investigation of regulatory problems arising among regulatory agencies, public utilities, and consumers. Stress is placed on cost of service—depreciation, cost of capital, taxes, and other expenses. Differential rate-making, problems of labor, and capital attraction are also discussed. The impact of technological change is explored.
- U590—Independent Study in Public Utilities (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- U603—Seminar in Public Utilities (cr. arr.)** Current topics in public utilities. Recent administrative and judicial decisions, industry problems, the relationship of developments in economic theory to regulatory and managerial processes.

## Quantitative Business Analysis

- K500—Remedial Mathematics for M.B.A.'s (3 cr.)** (Not acceptable for graduate credit) Pre-calculus mathematics emphasizing the development of manipulative skills and solving equations. Designed for those whose background is insufficient for success in K501.
- K501—Mathematical Tools of Business Analysis (2 cr.)** Introduction to differential and integral calculus and also to the most basic ideas of probability. Designed to enable the student to understand the meaning of derivatives and integrals, to calculate derivatives and integrals typically arising in business, to optimize functions using derivatives, and to graph functions given the knowledge of the first few derivatives. Material on probability intended as a preview to K503 for those with no previous background in probability.
- K502—Computer Tools (1 cr.)** Primary emphasis on FORTRAN, but concepts of information processing are covered.
- K503—Statistical Tools of Quantitative Analysis (3 cr.)** P: K501, K502; also see sequencing rules on page 17. Designed to give all students the statistical skills necessary for advanced work in the functional areas of business administration.
- K504—Basic Linear Programming (1 cr.)** P: K500. Introduction to matrix notation, formulation of linear programming problems, graphical methods of linear programming, the simplex method, duality, and interpretation of the solution.
- K506—Introduction to Probabilistic Models (3 cr.)** P: K501, K503. Sample space and events; combinatorial problems; random variables, expectations, and common distributions; joint distributions; moment generating functions and other transforms; classical limit theorems; conditional probabilities and expectations; exponential and Poisson distributions; continuous time Markov chains and their applications; renewal theory and its applications.



- K511—Fundamentals of Mathematical Optimization (3 cr.)** P: K501, K502. An introduction to mathematical optimization techniques and the related mathematics. The fundamental concepts of linear and nonlinear functions of several variables. Applications to linear programming, Lagrange techniques, and other constrained optimization procedures.
- K512—Multivariate Statistical Analysis (3 cr.)** P: K503, K504. Topics covered include sampling theory, regression analysis, analysis of variance, discriminant analysis, factor analysis, other multivariate techniques.
- K515—Quantitative Analysis in Decision-Making (3 cr.)** P: K503 or consent of instructor. Meaning and rules of probability; probability distributions. Utility and probability in decision-making, value of sample information. Decisions under uncertainty and game theory. Linear programming. Queueing theory, computer simulation.
- K520—Introduction to Operations Research (3 cr.)** P: K501, K503, K511. Linear algebra; decision-making under risk and uncertainty and utility theory; game theory; linear programming and transportation problems; nonlinear programming; Kuhn-Tucker Theorem, quadratic programming and integer programming; introduction to dynamic programming and waiting line and inventory models. Cannot be taken for credit if preceded by K515.
- K525—Quantitative Systems Analysis (3 cr.)**—P: K502, K503, K511 or consent of instructor. Advanced computer programming systems. Methodology and techniques of systems analysis, including critical path methods, search techniques, dynamic programming, and simulation. Utilization of computer for systems analysis.
- K590—Independent Study in Quantitative Business Analysis (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- K606—Systems Simulation (3 cr.)** P: K515 or K520 and K525. Theory of systems simulation, construction of simulation models of complex systems, design of simulation experiments, simulation experience using Research Computing Center.
- K610—Topics in Mathematical Programming (3 cr.)** P: K515 or K520 or consent of instructor. Dual simplex and primal-dual algorithms; decomposition technique; separable functions; gradient methods and search techniques; integer programming; network theory; branch and bound algorithms; linear programming under uncertainty.
- K615—Stochastic Processes (3 cr.)** P: K501, K503, K506 or consent of instructor. Poisson processes and applications; renewal theory; Markov processes and Markov decision processes; semi-Markov processes, with applications to inventory and waiting line models; multivariate normal processes; stationary time series. Other topics may be added or substituted, depending on time and interest.
- K620—Bayesian Inference and Decision (3 cr.)** P: K503 or consent of instructor. Subjective probability and utility. Bayesian analysis for selected univariate and multivariate processes; relationship to classical statistical techniques. Statistical decision theory. Applications in selected areas.
- K798—Research Seminar in Quantitative Business Analysis (3 cr.)** P: Consent of instructor. Topics vary, but concentrate on current research problems in Quantitative Business Analysis. Designed to aid in the development of doctoral candidate's research program.



## **Real Estate Administration**

- R501—Real Estate and Land Economics (3 cr.)** A comprehensive course for students with no background in real estate or allied areas. Factors affecting real estate decisions in the private and public sectors are emphasized. Real estate valuation, location and market analysis, land utilization, development, management, marketing, and financing are given special attention by discussion and use of cases.
- R502—Administration of Real Estate Resources (3 cr.)** P: R501 or equivalent. Utilization of real estate resources by business firms. Interrelationship between business and public policies related to the acquisition, development, use, and renewal of real property. Cases are employed to emphasize highest and best use of real estate resources, the relationship of Internal Revenue Code to real estate investment, and financing techniques and methods.
- R590—Independent Study in Real Estate and Land Economics (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- R645—Real Estate Administration and Economic Growth (3 cr.)** Administration of real estate resources, relationships between real estate and other functions in organizational structure of business firms; production, financing, and marketing of real estate resources; governmental and institutional framework of real estate administration; current trends in management, appraisal, financing, mortgage risk rating, building, and related practices.

## **Transportation and Logistics**

- T501—The Transportation Dimension (3 cr.)** Not open to students with T300 or equivalent. An examination of transportation and its components and their impact on the economy and society. History, economics, regulation, and policy issues are explored and analyzed for the various carriers—rail, motor, air, water, pipeline, and urban mass transit systems.
- T502—Transportation Analysis and Carrier Management (3 cr.)** P: T501 or equivalent. Transport economics, including costs, demand, and pricing, with the use of quantitative techniques. Management problems peculiar to transportation firms—rates, services, and facilities—and current regulatory trends and policies.
- T505—Physical Distribution Management (3 cr.)** P: T501 or equivalent, or permission of instructor. Not open to students with T405 or equivalent. Management of product distribution systems within an organization. Constraints on the system such as transport carrier performance and facility location. Traffic, inventory control, order processing, and other operating activities are analyzed for improvement and related to overall systems performance.
- T506—The Analysis of Logistics Problems (3 cr.)** P: T505, P502, and K515, or permission of instructor. The evaluation of complex problems relating to materials supply and distribution systems within an organization. Use of management science methods and the computer for problem-solving. Problems in facility location, transport scheduling, inventory planning, and logistics system design.

- T590—Independent Study in Transportation (cr. arr.)** For advanced M.B.A. students engaged in special study projects. Course admission and project supervision is arranged through student's faculty adviser.
- T607—Seminar in Transport Problems (3 cr.)** An investigation of specific problems in given areas of transportation.
- T798—Research Seminar in Logistics Systems (3 cr.)** P: P601 or instructor approval. Current research topics and methodologies in logistics systems analysis. Experience in logistics research for doctoral students preparing thesis proposals in the area.

### **M.B.A. General Course**

- X550—Practicum in Enterprise Analysis (3 cr.)** P: K503, F502, M502, P502. Conceptual skills necessary for analyzing and improving operations of an ongoing enterprise and experience in working with such an enterprise. Integration of classroom experience and field work with a client-enterprise.

### **D.B.A. General Courses**

- X670—Instructional Strategies for Teaching Business Administration: Seminar and Practicum (1-3 cr.)** P: consent of major adviser and Chairperson of D.B.A. program. Examination of alternative instructional strategies in teaching business administration subjects. Development of proficiency in course development, instructional methods, and evaluation skills.
- X680—Supervised Readings in Business (D.B.A.) (cr. arr.)** P: consent of student's adviser. For advanced graduate students preparing for field examinations.
- X798—Research Seminar in Business (3 cr.)**
- X799—Dissertation in Business Administration (D.B.A.) (cr. arr.)**



**Faculty of the School of Business**  
**Bloomington-Indianapolis, 1977-78**

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

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

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

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

APLIN, JOHN C., JR., Ph.D. (University of Iowa, 1975), Assistant Professor of Business Administration

BAKER, RICHARD E., Ph.D. (University of Wisconsin, 1974), Assistant Professor of Accounting

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

BEEDELS, WILLIAM L., Ph.D. (University of Texas, 1975), Assistant Professor of Finance

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

BENSON, GARY L., M.P.A. (Brigham Young University, 1972), Lecturer in Business Administration

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

BIAGIONI, LOUIS F., Ph.D. (University of Missouri, 1964); C.P.A.; Professor of Accounting

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

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

BOISJOLY, RUSSELL P., M.B.A. (Boston University, 1973), Visiting Lecturer in Finance

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

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

BORDONARO, FRANK, Ph.D. (Vanderbilt University, 1974), Assistant Professor of Business Administration

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

BOSTROM, ROBERT P., M.S. (State University of Albany, N.Y., 1970), Lecturer in Operations and Systems Management

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

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

BRIGGS, GARY P., M.B.A. (Indiana University, 1976), Lecturer in Accounting

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

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

BURNSIDE, DIANE L., M.S. (Indiana University, 1977), Director of Graduate Student Services, M.B.A. Program

BUZBY, STEPHEN LEWIS, Ph.D. (The Pennsylvania State University, 1972), Associate Professor of Accounting

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

CARLSON, SEVERIN C., B.S. (Northeastern University, Boston, 1969), Visiting Lecturer in Finance

CARTER, PHILLIP L., D.B.A. (Indiana University, 1970), Visiting Associate Professor of Operations and Systems Management (Second Semester)



CHADWICK, LESTER W., Ph.D. (Syracuse University, 1973), Visiting Assistant Professor of Accounting

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

CHINTAKANANDA, ASAVIN, D.B.A. (Indiana University, 1975), Visiting Assistant Professor of Operations and Systems Management

CORT, STANTON G., D.B.A. (Harvard University, 1972), Assistant Professor of Marketing

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

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

CURRAN, LARRY R., M.B.A. (Indiana University, 1973), Lecturer in Accounting

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 Research, and Associate Professor of Business Education

DAVIDSON, LAWRENCE S., M.S. (Georgia Institute of Technology, Atlanta, Georgia, 1973), Lecturer in Business Economics and Public Policy

DAY, RALPH L., Ph.D. (University of North Carolina, 1961), Acting Chairperson, Marketing, and Professor of Business Administration

DEHAYES, DANIEL W., JR., Ph.D. (The Ohio State University, 1968), Chairperson of the Master of Business Administration Program, and Associate Professor of Business Logistics

DELUCENAY, KENT J., M.B.A. (Indiana University, pending), Assistant Director of Placement

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

DOWLING, LEO R., M.A. (Indiana University 1943), Associate Dean of Students, and Adviser to Foreign Students; Director of

International Services; 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)

EMERY, JOHN T., Ph.D. (University of Washington, 1969), Visiting Associate Professor of Finance (Second Semester)

ENGLEDOW, JACK L., D.B.A. (Indiana University, 1971), Associate Professor of Marketing

FARMER, RICHARD N., Ph.D. (University of California, Berkeley Campus, 1957), Chairperson, and Professor of International Business Administration

FINKLESTEIN, JOHN M., Ph.D. (University of Pennsylvania, 1976), Assistant Professor of Finance

FORD, JEFFREY D., Ph.D. (The Ohio State University, 1975), Assistant Professor of Administrative and Behavioral Studies

FRANKLIN, LEROY A., Ph.D. (Indiana University, 1977), Visiting Assistant Professor in Quantitative Business Analysis

FRATIANNI, MICHELE, Ph.D. (The Ohio State University, 1971), Associate Professor of Business Economics and Public Policy

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

GOODRICH, JONATHON N., Ph.D. (State University of New York at Buffalo, 1976), Assistant Professor of Marketing

GORDON, PAUL J., Ph.D. (Syracuse University, 1958), Professor of Management

GRANBOIS, DONALD H., D.B.A. (Indiana University, 1963), Professor of Marketing

GREENBERG, ROBERT, Ed.D. (Indiana University, 1973), Associate Director of Business Placement

GREENE, CHARLES N., Ph.D. (The Ohio State University, 1969), Associate Professor of Personnel and Organizational Behavior

GREENLEAF, ROBERT W., D.B.A. (Indiana University, 1961), Professor of Finance and of Health Administration



GROOMER, S. MICHAEL, Ph.D. (University of Missouri, 1975), C.P.A., C.D.P.; Assistant Professor of Accounting

GROSSACK, IRVIN M., Ph.D. (Columbia University, 1962), Professor of Business Economics and Public Policy

HAEBERLE, WILLIAM L., D.B.A. (Indiana University, 1952), Director of the Indiana Executive Program and Professor of Management

HALL, ROBERT W., D.B.A. (Indiana University, 1972), Associate Professor of Operations and Systems Management

HALTERMAN, JEAN C., D.B.A. (Indiana University, 1954), Professor of Marketing

HARE, THEA R., M.B.A. (Michigan State University, 1975), Lecturer in Accounting

HARNETT, DONALD L., Ph.D. (Cornell University, 1964), Chairperson, and Professor of Quantitative Business Analysis

HARTLEY, JOSEPH R., D.B.A. (Indiana University, 1957), Professor of Business Administration

HAY, LEON E., Ph.D. (University of Illinois, 1954); C.P.A.; Chairperson, and Professor of Accounting

HEDGES, THOMAS V., D.B.A. (Indiana University, 1967), Visiting Associate Professor of Accounting (Second Semester)

HEGARTY, W. HARVEY, Ph.D. (University of North Carolina, 1972), Associate Professor of Administrative and Behavioral Studies

HEINTZ, JAMES ANTHONY, D.B.A. (Washington University, 1972); C.P.A.; Associate Professor of Accounting

HEITGER, LESTER E., Ph.D. (Michigan State University, 1971); C.P.A.; Associate Professor of Accounting

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HETTENHOUSE, GEORGE W., Ph.D. (Purdue University, 1970), Coordinator of Faculty Affairs, and Associate Professor of Finance

HEWITT, CHARLES M., D.B.A. (Indiana University, 1955); J.D. (University of Alabama, 1947); Chairperson, and Professor of Business Law

HILL, NED C., Ph.D. (Cornell University, 1976), Assistant Professor of Finance

HINTON, BERNARD, Ph.D. (Stanford University, 1966), Chairperson, Administrative and Behavioral Studies, and Professor of Personnel and Organizational Behavioral

HUSTAD, THOMAS P., Ph.D. (Purdue University, 1973), Associate Professor of Marketing

JAFFEE, BRUCE, Ph.D. (Johns Hopkins University, 1971), Associate Professor of Business Economics and Public Policy

JENKINS, A. MILTON, M.B.A. (University of Minnesota, 1971), Assistant Professor of Operations and Systems Management

JENSEN, TAMILA C., J.D. (University of California, Davis Campus, 1973), Assistant Professor of Business Law

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JONES, WILLIAM P., M.B.A. (Indiana University, 1951); C.P.A.; J.D. (Indiana University, 1958); Assistant Professor of Accounting

KAISER, PAULA R., Ed.D. (Indiana University, 1978), Director of Admissions and Financial Aid and Lecturer in Business Administration

KERNAGHAN, JOHN A., B.A. (Loyola University, Chicago, 1968), Lecturer in Business Administration

KLEMKOSKY, ROBERT C., Ph.D. (Michigan State University, 1971), Associate Professor of Finance

KUNTZ, EDWARD J., Ed.D. (Indiana University, 1956), Associate Dean, School of Continuing Studies, and Professor of Business Administration

LEE, WAYNE Y., Ph.D. (University of California, Los Angeles Campus, 1973), Associate Professor of Finance

LENZ, R. THOMAS, M.B.A. (University of Louisville, 1972), Lecturer in Administrative and Behavioral Studies

LEVETO, GREG A., Ph.D. (Georgia State University, 1974), Assistant Professor of Business Administration

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LONG, JOHN D., D.B.A. (Indiana University, 1954); C.L.U.; C.P.C.U.; Chairperson, Professor of Insurance



LYLES, MARJORIE A., M.L.S. (University of Pittsburgh, 1971), Lecturer in Administrative and Behavioral Studies

LYMAN, CHRISTOPHER S., J.D. (Harvard Law School, 1972), Assistant Professor of Business Law

MACKAY, DAVID B., Ph.D. (Northwestern University, 1971), Associate Professor of Marketing, and Associate Professor of Geography (part-time)

MAINSTONE, LARRY E., Ph.D. (Michigan State University, 1976), Visiting Assistant Professor of Administrative and Behavioral Studies

MALLOR, JANE A., J.D. (Indiana University, 1976), Assistant Professor of Business Law

MARCUS, MORTON JOSIAH, A.M. (Washington University, 1963), Research Economist in the Division of Research, and Lecturer in Business Economics and Public Policy

MARER, PAUL, Ph.D. (University of Pennsylvania, 1968), Associate Professor of Business Administration and Senior Research Associate, International Development Institute

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), Professor of Business Administration

MAWHINNEY, THOMAS C., Ph.D. (University of Washington, 1975), Assistant Professor of Business Administration

MCCLAIN, JUDY, M.B.A. (Indiana University, 1976), Lecturer in Administrative Systems and Business Education

MCREYNOLDS, SHIRLEY, M.S. (Indiana University, 1959), Lecturer in Business Education

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

METZGER, MICHAEL B., J.D. (Indiana University, 1969), Assistant Professor of Business Law

MILLER, GEORGIA, Ed.D. (University of Kentucky, 1975), Assistant Professor of Business Administration

MILLER, JOSEPH, Ph.D. (University of Wisconsin, 1971); J.D. (University of Chi-

cago, 1963); Associate Professor of Marketing

MULHOLLAND, JOHN D., M.B.A. (The University of Michigan, 1951); C.P.A.; Treasurer of the University, and Assistant Professor of Accounting (part-time)

MUTH, JOHN F., Ph.D. (Carnegie-Mellon University, 1962), Professor of Production Management

MYERS, JOHN H., Ph.D. (Northwestern University, 1943); C.P.A.; Professor of Accounting

NOVIT, MITCHELL S., Ph.D. (The University of Michigan, 1966), Associate Professor of Personnel and Organizational Behavior

OGAN, PEKIN, Ph.D. (University of North Carolina, 1974), Assistant Professor of Accounting

OLSHAVSKY, RICHARD WILLIAM, Ph.D. (Carnegie-Mellon University, 1967), Associate Professor of Marketing

ORGAN, DENNIS WAYNE, Ph.D. (University of North Carolina, 1970), Associate Professor of Personnel and Organizational Behavior

OTTESON, SCHUYLER F., Ph.D. (The Ohio State University, 1948), Dean of the School of Business, and Professor of Business Administration

PAAP, JOHN E., M.B.A. (University of West Florida, 1973), Lecturer in Administrative and Behavioral Studies

PANSCHAR, WILLIAM G., Ph.D. (Northwestern University, 1956), Director of External Programs and Professor of Marketing

PATTERSON, JAMES M., Ph.D. (Cornell University, 1961), Chairperson, and Professor of Marketing

PEARCE, DOROTHY B., M.S. (Shippensburg State College, 1968), Lecturer in Accounting

PERKINS, WILLIAM C., D.B.A. (Indiana University, 1966), Chairperson of the Undergraduate Program, and Professor of Quantitative Business Analysis

PFISTER, RICHARD L., Ph.D. (Massachusetts Institute of Technology, 1959), Professor of Urban Economics

PHILLIPS, MICHAEL J., L.L.M. (George Washington University, 1975), Assistant Professor of Business Law



PINNELL, W. GEORGE, D.B.A. (Indiana University, 1954), Executive Vice-President of the University, and Professor of Business Administration

POLAND, LEO A., D.B.A. (Indiana University, 1962), Visiting Associate Professor of Accounting (Second Semester)

PORTER, JOHN H., D.B.A. (Indiana University, 1956), Associate Dean for Student Affairs, and Professor of Business Management

POWELL, CHARLES RANDALL, Ph.D. (The Ohio State University, 1973), Director of Business Placement, and Assistant Professor of Business Administration (part-time)

PRESSLER, STANLEY A., M.B.A. (Northwestern University, 1938); C.P.A.; Professor of Accounting

RABER, NEVIN W., A.M., A.M. in L.S., (Indiana University, 1952), Librarian, and Assistant Professor of Business Administration

RIBNIKAR, IVAN, Ph.D. (Ljubljana University, 1969), Visiting Associate Professor of Business Economics (First Semester)

ROSS, RONALD S., Ph.D. (University of Texas, 1977), Assistant Professor of Accounting

ROST, RONALD F., M.S. (Louisiana State University, 1969), Lecturer in Business Economics and Public Policy

RUBLE, THOMAS L., Ph.D. (University of California, Los Angeles Campus, 1973), Visiting Assistant Professor of Administrative and Behavioral Studies

RUTHERFORD, JANET, M.S. (Indiana University, 1972), Lecturer in Business Education

RYAN, WILLIAM G., M.B.A. (Harvard University, 1956), Executive Editor of *Business Horizons*, and Assistant Professor of Business Administration

SARTORIS, WILLIAM L., Ph.D. (Purdue University, 1970), Acting Chairperson, Finance, and Associate Professor of Finance

SAUER, DONALD H., D.B.A. (Indiana University, 1959), Professor of Finance

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