

*Raby*



DEDICATION OF THE NEW  
SCHOOL OF BUSINESS BUILDING

NOVEMBER 14-18, 1966

# SCHOOL OF BUSINESS



AUGUST, 1965

Graduate School of Business  
Undergraduate Studies

INDIANA  
UNIVERSITY  
BULLETIN



## INDIANA UNIVERSITY

*Bulletins* for each of the following academic divisions of the University may be obtained from the Office of Records and Admissions, Bryan Hall, Indiana University, Bloomington, Indiana 47405.

COLLEGE OF ARTS AND SCIENCES

DIVISION OF OPTOMETRY

DIVISION OF SOCIAL SERVICE

SCHOOL OF BUSINESS

SCHOOL OF DENTISTRY

SCHOOL OF EDUCATION\*

DIVISION OF LIBRARY SCIENCE

GRADUATE SCHOOL

SCHOOL OF HEALTH, PHYSICAL EDUCATION, AND RECREATION

NORMAL COLLEGE OF THE AMERICAN GYMNASTIC UNION

SCHOOL OF LAW

SCHOOL OF MEDICINE

DIVISION OF ALLIED HEALTH SCIENCES

SCHOOL OF MUSIC

SCHOOL OF NURSING

DIVISION OF UNIVERSITY EXTENSION

SUMMER SESSIONS

---

\* A separate *Bulletin* is issued for the Graduate Division of the School of Education.



## ADMINISTRATIVE OFFICERS

### Of the University

ELVIS J. STAHR, B.C.L., LL.D., President of the University  
HERMAN B. WELLS, A.M., LL.D., Chancellor of the University; President of the Indiana University Foundation  
SAMUEL E. BRADEN, Ph.D., Vice-President, and Dean for Undergraduate Development  
J. A. FRANKLIN, B.S., Vice-President, and Treasurer  
RAY L. HEFFNER, Ph.D., Vice-President, and Dean of the Faculties  
LYNNE L. MERRITT, JR., Ph.D., Vice-President for Research, and Dean of Advanced Studies  
CHARLES E. HARRELL, LL.B., Registrar, and Director of the Office of Records and Admissions

### Of the School of Business

W. GEORGE PINNELL, D.B.A., Dean of the School of Business  
E. WAINWRIGHT MARTIN, JR., Ph.D., Associate Dean for Academic Affairs  
EDGAR G. WILLIAMS, D.B.A., Associate Dean for Administration  
EDWARD J. KUNTZ, Ed.D., Assistant Dean for Regional Campus Programs  
JOHN H. PORTER, D.B.A., Assistant Dean for Student Affairs

## INDIANA UNIVERSITY BULLETIN

(OFFICIAL SERIES)

---

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

---

Vol. LXIII, No. 17    Bloomington, Indiana    August, 1965

---



# Calendars

## Bloomington Campus

1965-66

1966-67

### First Semester

|   |                            |                            |
|---|----------------------------|----------------------------|
| New student meeting—<br>Junior Division.....          | Sept. 13, M.....           | Sept. 12, M.....           |
| Counseling.....                                       | Sept. 13, 14; M, T.....    | Sept. 13-15, T-Th.....     |
| Registration.....                                     | Sept. 15, 16; W, Th.....   | Sept. 16, 17; F, S.....    |
| Classes begin.....                                    | Sept. 17, F, 7:30 a.m..... | Sept. 19, M, 7:30 a.m..... |
| Mid-term reports due.....                             | Nov. 12, F, 5 p.m.....     | Nov. 4, F, 5 p.m.....      |
| Thanksgiving recess begins<br>(after last class)..... | Nov. 24, W.....            | Nov. 22, T.....            |
| Classes resume.....                                   | Nov. 29, M, 7:30 a.m.....  | Nov. 28, M, 7:30 a.m.....  |
| Christmas recess begins<br>(after last class).....    | Dec. 18, S.....            | Dec. 20, T.....            |
| Classes resume.....                                   | Jan. 3, M, 7:30 a.m.....   | Jan. 4, W, 7:30 a.m.....   |
| Classes end.....                                      | Jan. 19, W.....            | Jan. 17, T.....            |
| Review Day.....                                       | Jan. 20, Th.....           | Jan. 18, W.....            |
| Exams begin.....                                      | Jan. 21, F, 7:45 a.m.....  | Jan. 19, Th, 7:45 a.m..... |
| Exams end.....  | Jan. 28, F, 5:15 p.m.....  | Jan. 26, Th, 5:15 p.m..... |

### Second Semester

|   |                           |                           |
|---|---------------------------|---------------------------|
| New student meetings.....                       | Feb. 1, T.....            | Jan. 31, T.....           |
| Counseling.....                                 | Feb. 2, 3; W, Th.....     | Feb. 1, 2; W, Th.....     |
| Registration.....                               | Feb. 4, 5; F, S.....      | Feb. 3, 4; F, S.....      |
| Classes begin.....                              | Feb. 7, M, 7:30 a.m.....  | Feb. 6, M, 7:30 a.m.....  |
| Mid-term reports due.....                       | Mar. 25, F, 5 p.m.....    | Mar. 24, F, 5 p.m.....    |
| Spring recess begins<br>(after last class)..... | Mar. 26, S.....           | Mar. 24, F.....           |
| Classes resume.....                             | Apr. 4, M, 7:30 a.m.....  | Apr. 3, M, 7:30 a.m.....  |
| Founders' Day*.....                             | May 4, W.....             | May 3, W.....             |
| Classes end.....                                | May 28, S, 12:15 p.m..... | May 20, S, 12:15 p.m..... |
| Review Day.....                                 | May 29, Sun.....          | May 21, Sun.....          |
| Exams begin.....                                | May 31, T, 7:45 a.m.....  | May 22, M, 7:45 a.m.....  |
| Exams end.....                                  | June 7, T, 5:15 p.m.....  | May 29, M, 5:15 p.m.....  |
| Commencement.....                               | June 13, M, 10 a.m.....   | June 5, M, 10 a.m.....    |

### Summer Sessions

#### Intersession

|                                  |                                |                          |
|----------------------------------|--------------------------------|--------------------------|
| Counseling and registration..... | June 8, W, 8 a.m.-12 noon..... | May 29, M.....           |
| Classes begin.....               | June 8, W, 1:30 p.m.....       | May 31, W, 7:30 a.m..... |
| Classes end.....                 | June 22, W.....                | June 20, T.....          |

#### Regular Session

|   |                            |                           |
|---|----------------------------|---------------------------|
| New student meetings<br>and counseling..... | June 21, T.....            | June 19, M.....           |
| Registration.....                           | June 22, W.....            | June 20, T.....           |
| Classes begin.....                          | June 23, Th, 7:30 a.m..... | June 21, W, 7:30 a.m..... |
| Monday classes meet.....                    | June 25, S.....            | June 24, S.....           |
| Independence Day holiday.....               | July 4, M.....             | July 3, 4; M, T,.....     |
| Tuesday classes meet.....                   | July 9, S.....             | July 8, S.....            |
| Wednesday classes meet.....                 | July 23, S.....            | July 22, S.....           |
| Thursday classes meet.....                  | Aug. 6, S.....             | Aug. 5, S.....            |
| Classes end.....                            | Aug. 11, Th.....           | Aug. 10, Th.....          |

#### Postsession

|                    |                           |                           |
|--------------------|---------------------------|---------------------------|
| Counseling.....    | Aug. 10, W.....           | Aug. 9, W.....            |
| Registration.....  | Aug. 11, Th.....          | Aug. 10, Th.....          |
| Classes begin..... | Aug. 12, F, 7:30 a.m..... | Aug. 11, F, 7:30 a.m..... |
| Classes end.....   | Aug. 27, S.....           | Aug. 26, S.....           |

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



# Table of Contents

|  | Page |
|--|------|
| INDIANA UNIVERSITY GENERAL STATEMENT .....     | 5    |
| SCHOOL OF BUSINESS .....                       | 11   |
| Development of the School of Business .....    | 11   |
| Purpose of the School .....                    | 11   |
| Instructional Programs .....                   | 12   |
| Degree Programs .....                          | 12   |
| Two-Year Certificate Program .....             | 13   |
| Other Instructional Activities .....           | 13   |
| Related Services and Facilities .....          | 14   |
| Research and Publications .....                | 15   |
| Organization of the School .....               | 16   |
| Faculty Associates .....                       | 16   |
| Departmental and Curricular Structure .....    | 16   |
| Student Organizations .....                    | 16   |
| Prizes, Awards, and Scholarships .....         | 18   |
| UNDERGRADUATE STUDIES .....                    | 19   |
| Requirements for Admission .....               | 19   |
| Guidance and Counseling Services .....         | 20   |
| Bachelor of Science in Business .....          | 21   |
| Comprehensive Examination .....                | 21   |
| Policies Governing Undergraduate Study .....   | 22   |
| Grades .....                                   | 22   |
| Degree Requirements .....                      | 22   |
| Withdrawals .....                              | 22   |
| Incompletes .....                              | 22   |
| Addition of Courses .....                      | 22   |
| Absences .....                                 | 22   |
| Semester Load .....                            | 22   |
| Credit Deadline .....                          | 22   |
| Academic Standing .....                        | 22   |
| Probation .....                                | 23   |
| Dismissal .....                                | 23   |
| General Scholarship Rule .....                 | 23   |
| Combined Curricula for Women .....             | 23   |
| Division of University Extension .....         | 23   |
| Correspondence Study Bureau .....              | 23   |
| Elementary Composition .....                   | 23   |
| Special Credit Examination .....               | 24   |
| Undergraduate Curricula .....                  | 24   |
| General Education Core Courses .....           | 24   |
| General Program of the Freshman Year .....     | 25   |
| General Program of the Sophomore Year .....    | 26   |
| General Program of the Junior Year .....       | 26   |
| General Program of the Senior Year .....       | 26   |
| Curricular Concentrations .....                | 26   |
| Management and Administration .....            | 26   |
| Specialized Curricula .....                    | 27   |
| Accounting .....                               | 27   |
| Business Economics and Public Policy .....     | 27   |
| Business Education and Office Management ..... | 28   |
| Business Education .....                       | 28   |
| Office Management .....                        | 29   |
| Finance .....                                  | 29   |
| Marketing .....                                | 30   |
| Textile Merchandising .....                    | 31   |
| Business Statistics .....                      | 31   |
| Insurance .....                                | 32   |
| Insurance and Actuarial Science .....          | 32   |
| International Business Administration .....    | 32   |



|  | Page |
|--|------|
| Personnel and Organization Behavior .....                                    | 33   |
| Production Management and Industrial Engineering .....                       | 34   |
| Quantitative Business Analysis .....   | 34   |
| Real Estate Administration .....   | 35   |
| Transportation and Public Utilities .....                                    | 35   |
| Combined Curricula .....   | 36   |
| Business-Journalism .....  | 36   |
| Business-Law .....   | 37   |
| Business-Health .....  | 37   |
| Two-Year Certificate Programs .....  | 38   |
| Accounting .....   | 38   |
| Management and Administration .....  | 38   |
| Office Management .....  | 38   |
| Institute for Applied Urban Economics .....                                  | 38   |
| RESERVE OFFICERS' TRAINING CORPS (ROTC) .....                                | 39   |
| Department of Military Science .....   | 39   |
| Department of Aerospace Studies .....  | 40   |
| THE GRADUATE SCHOOL OF BUSINESS .....  | 42   |
| Master of Business Administration (M.B.A.) .....                             | 42   |
| Nature of the Program .....  | 42   |
| Admission .....  | 42   |
| Academic Programs .....  | 42   |
| Administration .....   | 43   |
| Continuing Professional Development .....                                    | 43   |
| Degree Requirements .....  | 43   |
| General M.B.A. Information .....   | 44   |
| Doctor of Business Administration (D.B.A.) .....                             | 44   |
| Administration .....   | 44   |
| Admission .....  | 45   |
| D.B.A. Program Requirements .....  | 45   |
| Profile of D.B.A. Program .....  | 45   |
| Doctor of Philosophy (Ph.D.) .....   | 49   |
| Doctor of Education (Ed.D.) .....  | 50   |
| Policies Governing Graduate Study .....                                      | 50   |
| Other Features of the Graduate School of Business .....                      | 50   |
| Financial Aids .....   | 51   |
| Faculty-Student Relations .....  | 51   |
| UNDERGRADUATE AND GRADUATE COURSES, 1966-67 .....                            | 52   |
| School of Business .....   | 52   |
| Accounting .....   | 52   |
| Business Education and Office Management .....                               | 54   |
| International Business Administration .....                                  | 56   |
| Finance .....  | 57   |
| Business Economics and Public Policy .....                                   | 58   |
| Business History .....   | 59   |
| Personnel and Organization Behavior .....                                    | 60   |
| Quantitative Business Analysis .....   | 61   |
| Business-Law .....   | 61   |
| Marketing .....  | 62   |
| Insurance .....  | 64   |
| Production Management and Industrial Engineering .....                       | 64   |
| Real Estate Administration .....   | 65   |
| Transportation and Public Utilities .....                                    | 66   |
| Management and Administration .....  | 67   |
| Department of Economics (College of Arts and Sciences, Graduate School) .... | 69   |
| Undergraduate Courses .....  | 69   |
| Graduate Courses .....   | 72   |
| FACULTY OF THE SCHOOL OF BUSINESS, 1965-66 .....                             | 75   |



# Indiana University General Statement

---

Created in 1820 by an Act of the General Assembly, Indiana University has grown until it is now ranked the eleventh largest university in the nation in terms of full-time enrollment. The University is composed of ten academic schools and divisions, with a faculty exceeding 2,500, 82 per cent holding the doctors' degrees. To meet the needs of approximately 36,000 full- and part-time students, the University offers 5,000 courses of instruction in more than 100 departments. Its graduate divisions offer 19 advanced degrees in 62 areas.

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

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

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

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

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

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

## ADMISSION

**An Indiana resident** who (1) graduates from a commissioned (or accredited) high school, (2) ranks in the top half of his class, (3) makes scores above average for a high school senior on the College Board Scholastic Aptitude Test (SAT) or the American College Test (ACT), and (4) completes application procedures at the appointed time may expect admission to Indiana University. All divisions enrolling freshmen use the same procedures and standards. The Admissions Committee is authorized to make exceptions to the above standards and invites students to submit evidence of unusual skills or abilities.

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



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

**Transfer applicants** from Indiana whose grades at all colleges attended average at least C (2.0 on a 4.0 system), whose record of conduct is clear, and whose applications have been completed at the appointed time may expect admission.

**Applications** may be filed after completion of the junior year in high school. Early admission will be granted to superior students who have completed the required tests and are taking the necessary senior subjects. Transfer applicants may apply during the school year preceding proposed entry. Closing dates for applications are January 5 for second semester, May 15 for summer sessions, and July 15 for September. An application fee of \$10 is required of each applicant who is new to the University. All questions concerning admission should be directed to the Office of Admissions, Bryan Hall, Indiana University, Bloomington, Indiana 47405.

## FEES

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

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

**Fee Courtesy.** Faculty and staff members and their wives receive 50 per cent reduction in basic fees; there is no reduction in special fees, rentals, or deposits.

**Basic Costs.** Expenses for attending Indiana University at Bloomington for an academic year, including in-state semester fees, housing (room and board), and books and supplies total approximately \$1,280. Expenditures for clothing, travel, entertainment, and personal items are not included in this estimate.

### Schedule of Fees, 1966-67

|  | Rates per Credit Hour |              |
|--|-----------------------|--------------|
|  | In-State              | Out-of-State |
| Junior Division .....                            | \$11                  | \$27         |
| Arts and Sciences .....                          | 11                    | 27           |
| Business (undergraduate) .....                   | 11                    | 27           |
| Graduate School of Business .....                | 13                    | 29           |
| Dietetics .....                                  | 11                    | 27           |
| Education .....                                  | 11                    | 27           |
| Graduate .....                                   | 11                    | 27           |
| Health, Physical Education, and Recreation ..... | 11                    | 27           |
| Law: Bloomington Campus .....                    | 13                    | 29           |
| Law: Indianapolis .....                          | 15                    | 29           |
| Music .....                                      | 11                    | 27           |
| Normal College A.G.U. ....                       | 11                    | 27           |
| Nursing .....                                    | 11                    | 27           |
| Division of Allied Health Sciences .....         | 11                    | 27           |
| Division of Library Science .....                | 11                    | 27           |
| Division of Social Service .....                 | 11                    | 27           |
| Regional Campuses                                |                       |              |
| Undergraduate .....                              | 15                    | 18           |
| Graduate .....                                   | 18                    | 21           |
| Summer Sessions                                  |                       |              |
| Undergraduate .....                              | 11                    | 27           |
| Graduate .....                                   | 11                    | 11           |

(Graduate fees vary for Graduate School of Business, School of Law, Division of Optometry, and certain workshops and field programs.)



|                                  | Rates per Year                   |              |
|----------------------------------|----------------------------------|--------------|
|                                  | In-State                         | Out-of-State |
| Medicine .....                   | \$655                            | \$1,255      |
| Dentistry .....                  | 500                              | 1,000        |
| Optometry .....                  | 500                              | 1,000        |
| X-Ray Technology .....           | 140                              | 300          |
| Correspondence Study             |                                  |              |
| High School Work .....           | \$18 per course                  |              |
| Residents and Nonresidents ..... | 13 a credit hour                 |              |
| Adult Education Courses .....    | Fees as announced by each campus |              |

**Fee Refund Schedule**

|   |      |  |
|---|------|--|
| <b>First and Second Semester</b>          |      |  |
| First Week (until class change day) ..... | 100% |  |
| Second Week .....                         | 75%  |  |
| Third Week .....                          | 50%  |  |
| Fourth Week .....                         | 25%  |  |
| Thereafter .....                          | 0    |  |
| <b>Summer Session</b>                     |      |  |
| First Week (until class change day) ..... | 100% |  |
| Second Week .....                         | 50%  |  |
| Thereafter .....                          | 0    |  |

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

|                             |                          |
|-----------------------------|--------------------------|
| Applied Music .....         | \$35 a semester          |
|                             | 17.50 for summer session |
| Student Teaching .....      | 50                       |
| Degree .....                | 5                        |
| Special Exam .....          | 5                        |
| Credit by Examination ..... | 10                       |

Other incidental special fees include laboratory, rentals, breakage, deposits, etc.

**HOUSING**

The Halls of Residence system at Indiana University, recognized as outstanding among universities throughout the country, includes housing units for graduate, married, and single students. All freshman women are required to live in either the University Halls of Residence or in officially approved private dormitories, except those exempted by the Dean of Students on the basis of employment or local residence with relatives. Other housing accommodations are available in private homes, approved by the University, and in fraternity and sorority houses.

Rates in the Halls of Residence range from \$655 to \$940 an academic year for single housing and from \$50 to \$155 a month for married housing apartments or trailers. Less expensive accommodations for single students are provided in cooperative and residence scholarship housing units. Fraternity and sorority housing runs slightly higher than Halls of Residence. When requesting housing accommodations in the University Halls of Residence, the student must enclose a \$25 deposit with his application. The Off-Campus Housing Office maintains a list of private rooms. Housing Offices are located at 801 North Jordan, Indiana University, Bloomington, Indiana 47405.

**JUNIOR DIVISION**

All students entering Indiana University directly from high school and all students transferring to the University during their freshman year enter the Junior Division. The chief purpose of the Junior Division is to guide the freshman student toward his educational goal.

**Counseling.** Each freshman is assigned a faculty counselor (usually in his major department), who advises him in his program planning and assists him with any academic questions or problems.



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

## STUDENT SERVICES

**Scholarships and Financial Aids.** Information concerning scholarships and loans available to undergraduate students may be obtained from the Director of Scholarships and Financial Aids, Room 205, Maxwell Hall, Indiana University, Bloomington, Indiana 47405. Graduate students may obtain information on scholarships and fellowships through the Office of the Graduate School.

**Employment.** The Student Employment Office lists openings for part-time jobs in halls of residence, campus offices, libraries, Bookstore, Indiana Memorial Union, and fraternity and sorority houses. Students seeking suitable employment should contact the Student Employment Office, Indiana University, Bloomington, Indiana 47405.

**Libraries.** Ranked eleventh in size among university libraries in America, the Indiana University Library system contains more than 4,500,000 items. Most of the books and periodicals have been selected by the faculties of the various departments to facilitate both instruction and research. Comprising the University library system are a main library, for graduate and faculty use; an undergraduate library; the Lilly Library, for special collections and rare books; the several libraries at the regional campuses; school libraries, such as Music, Medicine, Law, etc.; and collections at housing units in the Halls of Residence system. In addition, many departments have collections centered around their specific areas of interest.

**Student Health Service.** Available to all registered students, the health service provides physical examinations, outpatient service for evaluation and short-term therapy, and administration of the student group hospital insurance plan. The new Health Center Building, located at Tenth and Jordan, includes a 108-bed infirmary.

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

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

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

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



## STUDENT ACTIVITIES

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

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

**Cultural Events.** The world's leading concert artists, professional Broadway plays, musicals, and ballets come to the campus for performances on the Auditorium and Celebrity Series. Free convocations feature outstanding lecturers and distinguished presentations in politics, public affairs, sciences, and the arts. Reading and discussion series and forums and art exhibits also are among the cultural opportunities available for students. The School of Music presents professionally acclaimed student productions in the fields of opera, recital, and ballet. The University Theatre offers a full season of the best in drama on campus and in its summer seasons of the Brown County Playhouse and Showboat Majestic.

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

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

An extensive intramural sports program provides recreational opportunity for every student. The finest facilities for swimming, golf, tennis, volleyball, archery, and bowling are available.

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

**Student Organizations.** There are approximately 150 student organizations on campus other than fraternities, sororities, and residence hall groups, as well as representative groups of many local, state, national, and international organizations.

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

**Recognition Honoraries.** Mortar Board for senior women and Blue Key for junior and senior men are national activity honoraries on campus which recognize their mem-



bers for scholarship, leadership, and service. Other campus recognition groups for men include Tomahawk, independent sophomores; Flame Club, independent sophomores or above; Skull and Crescent, organized sophomores; Falcon, organized juniors; and Sphinx, organized seniors. For women, groups are Tomahawk and Enomene, for sophomores, and Pleiades, for organized juniors and seniors.

**Religious Organizations.** All church denominations welcome students into their worshipping congregations, and many churches sponsor specialized programs for students. General religious groups on campus conduct extensive religious, social, and service activities.

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



# School of Business

## DEVELOPMENT OF THE SCHOOL OF BUSINESS

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

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

Thus was established more than a half century ago the pattern of building a program of professional education for business upon a liberal arts base—a pattern maintained throughout the years and currently emphasized in the education of the American businessman. In 1920 a separate School of Commerce and Finance was organized. The School became a member of the American Association of Collegiate Schools of Business in 1929, and in 1933 it was renamed the School of Business Administration and placed under the direct control of its own faculty. In 1938 the title of the School was shortened to the School of Business.

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

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

## PURPOSE OF THE SCHOOL

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

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



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

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

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

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

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

## INSTRUCTIONAL PROGRAMS

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

### Degree Programs

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

The Graduate School of Business offers two degree programs. The program leading to the Master of Business Administration degree, usually requiring two academic years, may in some cases be completed in three semesters or in two semesters and two summer sessions. It provides professional training primarily for those seeking careers as business executives. For most such students the M.B.A. is a terminal degree. However, it is also a desirable approach to doctoral study for those who are qualified.



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

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

### Two-Year Certificate Program

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

### Other Instructional Activities

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

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

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

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



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

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

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

### Related Services and Facilities

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

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

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

**Industry Programs.** The industry programs of the School provide individually planned courses of study integrated with internships and work experience. Students major in one of the regular fields of concentration but are provided an opportunity to point their studies toward a specific industry.

**Placement.** The Bureau of Personnel Relations and Placement, located in the School of Business, is a meeting ground for Indiana University students and alumni seeking business careers and for business organizations who wish 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 many companies send representatives to the campus to interview prospective graduates with business career aspirations. Other firms provide information to the Bureau regarding opportunities of interest to both students and alumni. The Bureau coordinates the campus recruiting programs, makes information available regarding all job openings brought to its attention, and refers qualified students and interested alumni to companies who do not interview locally. Current files of all School of Business alumni are maintained by the Bureau and kept available for reference at any time after graduation.



**The Business Library.** The library maintained in the School of Business Building includes spacious reading rooms and a carefully selected collection of books used in business, together with an extensive collection of corporate annual reports, periodicals, pamphlets, and other materials. Students and faculty engaged in research also use the main University Library, where graduate students are accorded stack privileges and where the major books and periodical and document collections in business teacher education and economics are housed.

## RESEARCH AND PUBLICATIONS

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

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

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

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

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

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

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

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

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

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



## ORGANIZATION OF THE SCHOOL

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

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

### Faculty Associates

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

## DEPARTMENTAL AND CURRICULAR STRUCTURE

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

The School of Business follows the general principle of flexibility in organization. Thus, some members of the faculty may have responsibilities to two or more departments, areas, or programs. Rigid departmental and other organizational patterns are avoided, although recognition is given to the importance of departmental and area organizations in furthering the programs of the School. As well as being responsible for a specific division of the School's operation, the chairmen of the departments and areas are considered to be general officers of the School and hold membership on its Executive Committee.

## STUDENT ORGANIZATIONS

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

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

**Beta Alpha Psi.** Graduate and undergraduate accounting majors of high scholastic standing who have demonstrated qualities of integrity and leadership are eligible



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

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

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

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

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

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

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

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

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

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

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

**Real Estate Club.** Students interested in the field of real estate may become members of this organization. It provides special programs designed to foster closer



working relations among students, faculty members, and business executives in this field.

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

**American Management Association—Indiana Student Chapter.** This organization, open to management majors, enables the student to acquire a practical approach to current management problems by participating in a planned extracurricular program which includes talks by business leaders, plant tours, and group research projects. Membership in local A.M.A. chapters enables continued participation after graduation.

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

### PRIZES, AWARDS, AND SCHOLARSHIPS

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

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

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

**Aid to Veterans.** Financial aid is available to veterans of military service under the government benefits of Public Law 550 or Public Law 894. Requests for information about these benefits should be addressed to the Veterans Administration Regional Office, 36 South Pennsylvania Street, Indianapolis, Indiana 46204.

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



## Undergraduate Studies

---

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

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

Upon admission to senior standing, the student enjoys a number of privileges and opportunities. His range of elective courses is wider than at any other stage of his program. Special opportunities are provided for discussions and counseling with senior members of the faculty. Courses on this level assure widespread participation by students in the discussion and solution of cases, projects, and special problems drawn from the contemporary business scene. Honors courses are available for seniors with outstanding scholastic records. A number of internship programs and industry studies are available to seniors with specialized professional interests. Also, seniors typically hold responsible offices in professional student organizations affording them unusual extracurricular opportunities for development. The course W410, Personal Adjustment to Business, prepares seniors for the transition to the world of business and assists them to locate and select employment opportunities that hold greatest promise for them.

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

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

### REQUIREMENTS FOR ADMISSION

**To Undergraduate Study in the School of Business through the Junior Division.** A student must have completed 26 hours of satisfactory credit on the college level, either at Indiana University or elsewhere. For all courses completed, the student must have a minimum average of two credit points for each credit hour taken.

**To Undergraduate Study in the School of Business from Other Schools of Indiana University.** Students registered in any other school or college of Indiana University, except freshmen, may transfer to the School of Business at the beginning of any semester, provided they are in good standing, have a C average or above, and have



completed or made arrangements to complete the specified courses required by the School of Business.

**Transfers from Other Educational Institutions.** Students transferring with fewer than 26 credit hours will matriculate in the Junior Division or one of the regional campuses.

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

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

Application for advanced standing should be addressed to the Office of Admissions as early as possible.

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

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

Exemptions from required subjects may be granted by examinations given during each semester. Exemption from a required course does not carry with it credit for that course. However, upon approval of the Dean, special credit examinations may be given.

The School of Business will accept transfer students as late as the senior year. However, all transfer students, whether from other schools of Indiana University or from other educational institutions, will be required to pass W391, Comprehensive Examination, to be eligible for senior standing.

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

## GUIDANCE AND COUNSELING SERVICES

Upon entering undergraduate study in the School of Business, a student is counseled by a staff member in the field of interest chosen by the student. However, each student should study the general requirements for admission to undergraduate study in the School of Business and the specific curricula and degree requirements set forth in this *Bulletin*. Each student is personally responsible for meeting degree requirements.



## BACHELOR OF SCIENCE IN BUSINESS

All candidates for the degree Bachelor of Science in Business must fulfill the following requirements:

1. A minimum of 122 credit hours with passing grade.
2. A minimum grade average of two credit points for each credit hour completed at Indiana University. Transfer students admitted with deficiencies in credit points are expected to overcome these deficiencies with Indiana University grades.
3. At least 60 credit hours in general education subjects.
4. At least 48 credit hours in business and economics subjects. Principles of Economics I-II (Econ. E201-E202) may be counted either as business and economics courses, or as general education courses.
5. Physical education courses in the freshman year for both men and women students as required by general University regulations, as a part of the 122 credit hours.
6. Successful completion of W391, Comprehensive Examination.
7. The program of the senior year (the last 30 credit hours of work) must be completed in residence on one of the campuses offering a four-year program—Bloomington, Northwest, or South Bend-Mishawaka.
8. A minimum residence of two semesters in the School of Business is required.
9. Sixty credit hours is the maximum that may be earned at any of the regional campuses or extension centers except the Northwest and South Bend-Mishawaka Campuses. Credits earned through extension, correspondence, or evening division facilities of other universities are typically subject to this limit.
10. All undergraduate students in the School of Business are required to register with Business Placement and to complete satisfactorily Business W410, Personal Adjustment to Business, during the fall semester of the academic year in which graduation requirements are completed. Students in other schools or division of the University who wish to avail themselves of the services of Business Placement may take Business W410.

### Comprehensive Examination

Each undergraduate student in the School of Business is required to pass a comprehensive written examination in the first or second semester of his junior year after completion of the seven basic or "core" courses. The examination tests the student's ability to apply knowledge gained in these courses: Business A201-A202, F301, L300, M301, W300; Economics E201-E202, E370.

The examination tests the student's ability to apply principles in the solution of practical business problems, not his knowledge of subject matter. Examinations are given three times a year near the end of each semester and the summer session. It is to the student's distinct advantage to plan his program so that the seven basic courses will be completed not later than the last semester of his junior year. Satisfactory completion of the examination is a prerequisite to enrollment in the following courses:

Accounting: A313, A316, A404, A414, A417, A430, A490, A493  
 Business Education and Office Management: B413, B414, B490, C403, C404, C445, C446  
 International Business Administration: D420, D496  
 Finance: F420, F423, F446, F464, F493  
 Business Economics and Public Policy: G406, G409, G493  
 Business History: H400, H403, H490  
 Quantitative Business Analysis: K423, K427, K490  
 Business-Law: L308, L309, L407  
 Marketing: M404, M407, M418, M426, M427, M428, M439, M490, M493  
 Insurance: N403, N410, N420, N430, N433  
 Personnel and Organization Behavior: J407, J444, J446, J490  
 Production Management: P423, P425, P429, P490



Real Estate Administration: R404, R423, R440, R441, R443, R444, R490  
Transportation: T405, T410, T413, T490  
Public Utilities: U405, U490  
Management and Administration: W406, W407, W413, W490, W494

### POLICIES GOVERNING UNDERGRADUATE STUDY

**Grades.** The official grade system of the University is as follows: A=4 credit points; B=3; C=2; D=1; and F=0. The required physical education courses are included in cumulative grade computation.

**Degree Requirements.** Total hours required for the baccalaureate degree are 122 to 124, determined by the individual school. A minimum cumulative grade point average of 2.0 (on a 4.0 basis) is necessary. Class standing is based on credit hours completed: freshman, fewer than 26; sophomore, 26-55; junior, 56-85; senior, 86 or more.

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

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

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

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

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

**Semester Load.** A student is not permitted to enroll in fewer than 12 or more than 17 credit hours except with special permission from the Dean of the School. A B average is required to carry more than 17 credits. The maximum load is 20 credits.

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

**Academic Standing.** A student must have a minimum cumulative scholastic average of C to enter undergraduate study in the School of Business, and he must have a minimum cumulative average of C to graduate. Only those students who consistently maintain a record of C or higher are considered to be in good standing.



**Probation.** A student is placed on probation for the semester succeeding the one in which he fails to earn a C average. He remains on probation as long as he earns less than a C average in a given semester or has less than a cumulative C average.

**Dismissal.** At the discretion of the Committee on Admissions and Probation, a student may be dismissed from the School if he (1) makes less than a D average for a semester, (2) is more than nine credit points below a cumulative C average, or (3) is on probation for two consecutive semesters. In special cases a student who has been dismissed may petition the Committee for readmission.

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

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

Students who are working part time are urged to carry less than a full academic load.

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

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

**Division of University Extension.** Four-year undergraduate degree programs in general management, accounting, and marketing may be completed at the Northwest and South Bend-Mishawaka regional campuses (as well as at the Bloomington Campus). Undergraduate students at the other campuses of Indiana University may complete up to 60 credits at these locations. In some cases students with good records may earn up to 75 credits. Permission to take credit during the senior year at another campus may be secured to a maximum of six credits by petitioning the Dean of the School of Business.

**Correspondence Study Bureau.** Credit to a maximum of 60 hours may be taken through the Correspondence Study Bureau. Students in residence may not take courses by correspondence. Because of their basic nature in a student's program, the following courses may not be taken by correspondence to count toward degree requirements: Bus. A200 (or A201-A202), F301, M301, L300, W300; Econ. E201-E202, E370.

**Elementary Composition.** Every student must demonstrate his ability to use correct and concise English. All students entering the University as freshmen are required to complete English W131-W132, Elementary Composition I-II, four credits; or English W140, Elementary Composition, Special Program, two credits; or a proper combination of these courses.

All undergraduate students in the School of Business may satisfy the English composition requirement by earning a grade of C or higher in each course in Elementary Composition. A student who has a grade of D in English W131 will be required



to pass, after his sophomore year, the English proficiency examination given by the Department of English. A grade of C or higher in English W132 must be earned before taking this examination. Every student must take Elementary Composition each semester until he has completed the course requirements.

**Special Credit Examinations.** Students regularly registered and in residence in the School of Business may request a special credit examination in any of the subjects offered in the School of Business. Approval to take such examinations must be given by the departmental chairman or by the professor in charge of the area involved. Successful completion of the examination entitles the student to the regular number of credit hours in the subject.

## UNDERGRADUATE CURRICULA

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

The following listing details the courses and credits which all undergraduate curricula require in each of these areas. In certain curricular concentrations, specific general education courses are required within the seven groups of courses listed. *School of Business core courses (required of all students) in business administration and economics are shown in italics.*

### General Education Core Courses

|   | Credit<br>Hours |
|---|-----------------|
| <b>COMMUNICATIONS</b> .....   | 6               |
| Eng. W131-W132 Elementary Composition I-II .....                                  | 2-2             |
| and   |                 |
| Spch. S121 Public Speaking I .....  | 2               |
| <b>HUMANITIES</b> .....   | 6               |
| Six credits selected from:  |                 |
| Eng. L101 Freshman Literature I .....   | 3               |
| Eng. L102 Freshman Literature II .....  | 3               |
| Phil. P100 Introduction to Philosophy .....                                       | 3               |
| Phil. P240 Ethics .....   | 3               |
| Phil. P250 Logic .....  | 3               |
| Foreign language, second-, third-, and fourth-year courses .....                  | 2 or 3          |
| <b>AMERICAN INSTITUTIONS</b> .....  | 6               |
| Gov. G103-G104 Introduction to American Government I-II .....                     | 3-3             |
| or  |                 |
| Hist. H105-H106 American History: General Course I-II .....                       | 3-3             |
| <b>HISTORY</b> .....  | 6               |
| A choice of:  |                 |
| Hist. E431-E432 History of Africa I-II or .....                                   | 3-3             |
| Hist. F441-F442 History of Latin America I-II, or .....                           | 3-3             |
| Hist. G451-G452 The Far East I-II, or .....                                       | 3-3             |
| Hist. H101-H102 The European-American World Since 1500 I-II, or .....             | 3-3*            |
| Hist. H103-H104 History of Western European Civilization I-II, or .....           | 3-3             |
| Hist. H209-H210 English History: General Course I-II, or .....                    | 3-3             |
| Hist. and Phil. of Sci. X211-X212 Survey of the History of Science I-II, or ..... | 3-3             |
| Econ. E111-E112 Economic Development of Western Civilization I-II, or .....       | 3-3             |
| Econ. E310 Modern European Economic History .....                                 | 3               |
| and either  |                 |
| Econ. E412 American Economic History I .....                                      | 3               |
| or  |                 |
| Econ. E413 American Economic History II .....                                     | 3               |
| <b>SOCIAL AND BEHAVIORAL SCIENCES</b> .....                                       | 12              |
| Econ. E201-E202 Principles of Economics I-II .....                                | 6               |
| and   |                 |
| Six credits chosen from:  |                 |
| Psy. P101 Introductory Psychology I .....   | 3               |
| Psy. P102 Introductory Psychology II .....  | 3               |
| Soc. S161 Principles of Sociology .....   | 3               |
| Soc. S162 Society and the Individual .....  | 3               |

\* Students meeting the history requirement with this course will meet the American Institutions requirements with Government G103-G104.



|   | Credit<br>Hours |
|---|-----------------|
| Soc. S163 Social Problems .....   | 3               |
| Anth. A103 General Anthropology I .....   | 3               |
| Anth. A104 General Anthropology II .....  | 3               |
| Anth. A307 Survey of Anthropology: Prehistory and Races .....   | 3               |
| Anth. A308 Survey of Anthropology: Culture, Language, Personality .....   | 3               |
| Geog. G210 Introduction to Cultural Geography .....   | 3               |
| Principles of Economics I-II, Econ. E201-E202, may be counted in either the business and economics total or in the general education total.                                     |                 |
| LABORATORY SCIENCE .....  | 5               |
| Anat. A210 Elementary Human Anatomy .....   | 5               |
| Ast. A100 The Solar System .....  | 3               |
| Ast. A105 Stellar Astronomy .....   | 3               |
| (Both A100 and A105 must be taken.)   |                 |
| *Bact. B200 Microbiology in Relation to Man: Lectures .....   | 3               |
| *Bact. B205 Microbiology in Relation to Man: Laboratory .....   | 2               |
| (Both B200 and B205 must be taken.)   |                 |
| Biol. B100 Man and the Biological World .....   | 5               |
| Bot. B101 Plant Biology .....   | 5               |
| Chem. C100 Chemistry in the Modern World .....  | 5               |
| Chem. C101 A Descriptive Survey of Chemistry I .....  | 5               |
| Chem. C105 General Chemistry I .....  | 5               |
| Geog. G105 Introduction to Physical Geography .....   | 3               |
| Geog. G106 Introduction to Physical Geography (Lab) .....   | 2               |
| (Both Geog. G105 and G106 must be taken.)   |                 |
| Geog. G107 Introduction to Physical Geography .....   | 5               |
| Geol. G100 Geology and Man .....  | 5               |
| Geol. G105 Elements of Geology .....  | 5               |
| Phys. P100 Physics in the Modern World .....  | 5               |
| Phys. P201 General Physics: Mechanics, Heat, and Sound .....  | 5               |
| Physiol. P204 Elementary Human Physiology .....   | 5               |
| Psy. P101 Introductory Psychology I .....   | 3               |
| Psy. P111 Introductory Laboratory Psychology I .....  | 2               |
| (Both P101 and P111 must be taken.)   |                 |
| Psy. P105 General Psychology .....  | 5               |
| Zool. Z103 Animal Biology .....   | 5               |
| A student electing Psy. P101 and P111 to satisfy the laboratory science requirement will elect six other credits from social and behavioral sciences.                           |                 |
| MATHEMATICS .....   | 0-5             |
| One course selected from:   |                 |
| Math. M115 Elementary College Mathematics .....   | 5               |
| Math. M117 Introduction to College Mathematics .....  | 3               |
| A student may meet the requirement in mathematics by having completed in high school four semesters of algebra, or three semesters of algebra and one semester of trigonometry. |                 |

The general education core curriculum is to be supplemented by electives chosen from courses exclusive of business and economics to a minimum of sixty credits.

Six credits in advanced courses in the arts, sciences, and humanities must be included in the sixty credits. These courses may be part of the general education core or courses consistent with concentration objectives.

Not more than 10 credits may be taken in other undergraduate professional schools (HPER, Education, Music) or unattached departments (ROTC) within minimum graduation requirements, except those courses required of students who qualify for teacher certification or ROTC commissions.

### General Program of the Freshman Year

Latitude is permitted in the election of courses during the freshman year. Students planning to enter undergraduate study in the School of Business, however, should take the following courses during the first year:

|  |     |
|--|-----|
| Eng. W131-W132 Elementary Composition I-II ..... | 4   |
| Humanities .....                                 | 6   |
| History (other than American History) .....      | 6   |
| Mathematics .....                                | 0-5 |
| Laboratory Science .....                         | 5   |
| Spch. S121 Public Speaking I .....               | 2   |
| Physical Education .....                         | 2   |
| Electives .....                                  | 2-7 |

\* Required of students pursuing the B.S. in Public Health.



### General Program of the Sophomore Year

The following courses, in addition to those listed for the freshman year, should be completed by the end of the sophomore year:

|   | Credit<br>Hours |
|---|-----------------|
| American Institutions .....   | 6               |
| *Bus. A201-A202 <i>Introduction to Management Accounting I-II</i> ..... | 6               |
| Econ. E201-E202 <i>Principles of Economics I-II</i> .....               | 6               |
| Social and Behavioral Sciences .....                                    | 6               |
| Econ. E370 <i>Interpretation of Business and Economic Data</i> .....    | 3               |
| Electives .....   | 3-5             |

**Selection of a Concentration.** It is highly desirable for a student to elect a concentration during his sophomore year. Such an election must be made no later than during the first semester of the junior year. For advice, students may consult one of the Dean's assistants or the various concentration advisers.

### General Program of the Junior Year

The following courses should be completed during the junior year:

|   |       |
|---|-------|
| Bus. F301 <i>Principles of Finance I</i> .....                                      | 3     |
| †Bus. L300 <i>Business Law—Contracts</i> .....                                      | 3     |
| Bus. M301 <i>Principles of Marketing I</i> .....                                    | 3     |
| Bus. W300 <i>Principals of Management and Administration</i> .....                  | 3     |
| Bus. W391 <i>Comprehensive Examination</i> .....                                    | 0     |
| Other required courses and electives, depending upon the concentration chosen ..... | 14-22 |

### General Program of the Senior Year

The successful completion of all core courses and the comprehensive examination are prerequisites to the study of professional courses in the senior year. The following courses must be completed during the senior year:

|   |       |
|---|-------|
| Bus. W410 <i>Personal Adjustment to Business</i> (first semester) .....                   | 1     |
| Required and elective courses to complete concentration and graduation requirements ..... | 25-33 |

Junior and senior electives must include from 12 to 17 credits in general education courses, including 6 that are chosen as being consistent with the objectives of the concentration which the student is following.

## CURRICULAR CONCENTRATIONS

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

Only the special departmental requirements are given below; in addition, the student must complete the general programs courses outlined above.

## MANAGEMENT AND ADMINISTRATION

Mead Johnson Professor Mee; Professors Bossort, Gordon (Chairman), Haeberle, Pinnell, Thompson, Weimer; Associate Professors Kuntz, Porter, Snider; Assistant Professors Brown, Goslin, Van Houten.

For students who wish to pursue a broad general program, the management and administration curriculum provides a vehicle for organizing their studies. The integrating focus is the responsibility for administering the multiple operations of the

\* Accounting majors will take Business A200, five hours, in the first semester.

† Business education majors will take Business L304 instead.



business firm in a rapidly changing environment. Emphasis is on the processes involved in setting goals for corporate effort, coordinating and controlling multiple programs, and regulating inputs and outputs with varied environments.

Objectives at the undergraduate level are to provide a broad liberal education as a base and to develop proficiency in understanding and solving interrelated business problems. Those at the M.B.A. level are to develop potential to make and execute professional managerial decisions for complex organizations in a rapidly changing environment. At the D.B.A. level the aim is to develop capacity for research and teaching with emphasis on building stronger discipline in the field.

#### Course Requirements \*

*Junior and Senior Years:* Any combination of 9 credit hours must be taken from: Bus. A211, D420, F420, G300, G406, G409, H400, J340, K423, K427, L407, N300, P320, R300, T300, U300; any combination of 6 credit hours must be taken from: Econ. E320, E340, E350, E360. Also required in the senior year: Bus. W413, plus an additional 400-level business course.

### Specialized Curricula

#### ACCOUNTING

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

The accounting curriculum prepares students for positions as accountants, auditors, controllers, income tax accountants, financial statement analysts, cost accountants, budget officers, and governmental or institutional accountants. In addition, it equips the prospective business executive with a tool for intelligent analysis, prediction, decision-making, and control.

Accounting graduates who meet requirements of the State Board of Certified Accountants of Indiana are eligible to sit for the Uniform C.P.A. examination in Indiana. Those who wish to engage in public accounting practice in Indiana as certified public accountants should familiarize themselves with the rules and regulations issued by the State Board of Certified Accountants of Indiana, 912 State Office Building, Indianapolis, Indiana 46204. Students planning practice outside Indiana should consult the C.P.A. board of their state of residence.

#### Course Requirements\*

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

*Junior Year:* Bus. A308, A312, L303; Econ. E350; electives, 2-10 hours (three accounting electives at 300-400 level required for junior and senior years, other electives to be selected from any area of the University).

*Senior Year:* Bus. A404; Speech S223; electives, 19-27 hours.

### BUSINESS ECONOMICS AND PUBLIC POLICY

**Distinguished Service Professors Lewis, Turner; Professors D. D. Martin, Robertson (Acting Chairman), Schaller; Associate Professors Ewers, Grossack (Adviser); Assistant Professor Bateman; Faculty Lecturer Mettlen.**

The Department of Business Economics, staffed by professional economists with wide experience in business and government, offers two fields of study: applied economic analysis, in which the tools of economic theory are applied to both business and govern-

---

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



mental problems of resource allocation; and business-government relations, the study of the public policy environment in which business operates.

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

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

#### Course Requirements\*

*Sophomore Year:* Gov. G103, G104.

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

*Senior Year:* Bus. G406, G409; electives, 6-9 hours to be selected in consultation with faculty adviser from the following: Bus. L407, R423, H400; Econ. E475, E476; Gov. G421, G441.

### BUSINESS EDUCATION AND OFFICE MANAGEMENT

**Professors Crawford, Eyster (Chairman and Adviser); Associate Professor Dvorak; Assistant Professors Bray, David, Waltz, Wyllic.**

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

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

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

#### Business Education

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

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



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

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

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

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

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

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

#### Course Requirements\*

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

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

*Junior Year:* Bus. C330, L304 (first semester); Ed. B474, M444. Also required in Program A, Bus. A211, C360, C403, C445. Also required in Program B, Bus. C360, C403, C445. Also required in Program C, Bus. A211, A205 or A308, C403. Also required in Program D, Bus. A211, M315, M319.

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

#### Office Management

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

*Program A:* Management and Administration Emphasis.

*Program B:* Professional Secretarial Emphasis.

#### Course Requirements\*

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

*Junior Year:* Bus. C205, C300, C330, J340, W204; Econ. E350; electives, 0-8 hours. Also required in Program B, Bus. C250, C360.

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

#### FINANCE

University Professor Sauvain; Fred T. Greene Professor Edwards; Professor Silverstein; Associate Professors Sauer, Fischer (Acting Chairman and Adviser); Assistant Professor Hayden; Faculty Lecturer Daines.

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

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



The undergraduate program provides academic preparation for careers in business finance, commercial banking, investments and investment banking, and in the whole field of savings and consumer credit-type institutions. A special curriculum is offered for students who plan careers in commercial banking. The courses supplement the basic finance curriculum in such a manner as to provide the best possible academic training for the banking business. Information about this special curriculum may be obtained from the student's faculty adviser.

The purpose of the graduate finance curriculum is to provide greater breadth of understanding of the finance function in our business system and greater depth of perception of problems in finance. Although there are no specific course requirements at this level, students usually pursue programs of study in business finance, investment management, and financial institutions. Cases and problem materials are used widely in graduate courses.

#### Course Requirements\*

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

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

### MARKETING

**Professors Halterman (Acting Chairman and Adviser), Haring, Otteson, Thorelli, Yoder; Associate Professors Granbois, McCammon, Panschar, Patterson, Wentworth, Willett; Assistant Professors Kelly, Morris, Stephenson.**

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

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

At the graduate level, students who major in marketing or elect marketing as a field follow an individualized program of study tailored to their educational background, work experience, and career objectives.

#### Course Requirements\*

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

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

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



*Electives Junior and Senior Years:* Marketing majors are urged to consider work in psychology, sociology, anthropology, mathematics, and quantitative areas, and in planning their programs should consider: Anth. A103, A104, A307, A308; Math. M211, M212, M118; Psy. P101, P102; Soc. S161, S162, S163.

### TEXTILE MERCHANDISING

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

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

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

#### Course Requirements\*

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

*Junior Year:* Bus. M302, M315; electives, 5-13 hours.

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

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

### BUSINESS STATISTICS

Associate Professor Wentworth (Adviser).

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

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

For students with interest and ability in mathematics, this curriculum offers a mathematical and business education which provides basic knowledge of the techniques of statistical analysis. The student learns to apply proper statistical methods to business problems and to interpret results with a maximum degree of accuracy. He is

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



equipped with a particularly fine background for statistical work in market research, production management, and managerial control through the selection of electives in marketing, production, and accounting respectively.

#### **Course Requirements\***

*Sophomore Year:* Math M118, M215, M216.

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

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

### **INSURANCE**

**Professors Hedges (Adviser), Long; Associate Professor Belth.**

The insurance curriculum is designed to prepare students for careers in various phases of insurance company operation as well as in the determination and management of insurable risk, either as a specialist or as a manager with broader decision-making responsibilities. Study in this area also prepares the student for dealing more intelligently with his personal financial problems and contributes as well to his cultural growth.

Courses offered in the insurance area are of two types—the survey course and advanced courses. The survey course is concerned with the nature and significance of risk and the general principles that cut across all types of insurance. The advanced courses deal in depth with the two major segments of insurance—the life insurance area, which deals with risks to persons, and the property insurance area, which is concerned with the risks associated with property damage, negligence, liability, and related topics.

#### **Course Requirements\***

*Junior Year:* Bus. A205 or A211 or A228 or A315, N300; electives 0-7 hours.

*Senior Year:* N410, N420; electives 25 to 33 hours, including 3 to 6 hours in insurance.

### **Insurance and Actuarial Science**

**Professors Hedges (Adviser), Long; Associate Professor Belth.**

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

### **INTERNATIONAL BUSINESS ADMINISTRATION**

**Professor Robock (Adviser); Associate Professors Farmer, Nehrt; Assistant Professor Simmonds.**

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

---

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



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

An M.B.A. candidate is able to pursue a course of study which will give him a general view of the economic, political, and social environment in which business is conducted abroad; a sound background in international economics; and a meaningful appreciation of the differences between domestic and international business through the analysis and discussion of case studies. The M.B.A. candidate is also advised to place emphasis on foreign language study.

For the doctoral candidate who selects international business administration as a field, the above program is extended to include a more detailed study of comparative business systems and the international aspects of finance, marketing, and management.

The doctoral candidate majoring in international business administration is expected to meet a language requirement. As a minimum, he must develop adequate reading knowledge of one foreign language. If the candidate desires to extend his language competence to include conversation and writing, he may select a language as an outside field, but within the general doctoral program.

The student of international business may also participate in overseas programs which give practical meaning to the course of study followed. These programs offer an opportunity to see firsthand the problems treated in the course of study, as well as the opportunity to enhance the language facility of the student.

## PERSONNEL AND ORGANIZATION BEHAVIOR

**Professors Bossort, Williams; Assistant Professors Cummings, Scott (Acting Chairman and Adviser), Sloane.**

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

As modern manpower management requires specific skills and abilities, professional attention must be given to such technical areas as selection, placement, training and development, employee services, labor-management relations, including collective bargaining and the handling of grievances, health and safety activities, personnel research, and community relations. The curricula do not, however, neglect such vital processes as motivation, communication, leadership, discipline, small group behavior, and organizational theory.

The objectives at the undergraduate level are to provide the student with a broad spectrum of knowledge and understanding in both the liberal arts and business courses as a basis for preparing for a career in business or institutional leadership; to prepare men and women for careers in general management and supervision as well as in technical areas of modern, professional personnel and industrial relations work; to enhance the individual's immediate value to his employer by teaching him certain basic personnel techniques and methods; and to encourage interest in advanced study and preparation for careers in teaching and research in personnel, organizational behavior, and industrial relations.

Graduate work, designed to correlate with that in other functional areas of business and economics, is offered at both the master's and doctoral level in conjunction with the basic requirements of the M.B.A. and D.B.A. programs established by the Graduate School of Business. Individuals may gain valuable practical experience by assisting the faculty in directed research projects, by working with faculty members and



other associates who have advisory or consultative relationships with business and other institutions, or by undertaking a wide variety of administrative assignments.

#### Course Requirements\*

*Sophomore Year:* Psy. B101, Soc. S161.

*Junior Year:* Bus. F302, J340; Econ. E340; two of the following: Psy. P233, P336; Soc. S162, S303; electives 2-10 hours.

*Senior Year:* Bus. J407, J444, J446, W413; Econ. E445; electives 10-18 hours, some of which should be from: Anth. A103; Bus. A306, D420, G406, K423, L407, N300, N433, P320; Econ. E320, E345, E446; Jour. J427; Phil. P240, P250; Psy. P420; Spch. S223.

### PRODUCTION MANAGEMENT AND INDUSTRIAL ENGINEERING

**Professors Stockton (Chairman and Adviser), Timms; Associate Professor Groff;**  
**Faculty Lecturers Daverio, Galbraith.**

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

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

#### Course Requirements\*

*Sophomore Year:* Math. M118, M119 (may be taken in freshman year); electives, 2-7 hours.

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

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

### QUANTITATIVE BUSINESS ANALYSIS

**Professor E. W. Martin; Associate Professor Horowitz; Assistant Professors Harnett (Adviser), Perkins.**

Student and faculty members in quantitative business analysis use the electronic facilities of the Indiana University Computing Center to study a wide variety of problems, including scheduling of production, control of inventories, optimum maintenance policies, input-output analysis, transportation scheduling, and determination of logistical support. Studies also extend to strategy problems involving such techniques as linear programming, statistical decision theory, game theory, queueing theory, simulation, and many others.

Assuming that one has the necessary mathematical ability and interest in business problems, there are two possible educational paths that can be taken to obtain the background necessary for success in this area. If a student can plan to pursue both an undergraduate and a graduate program involving about six years, he would be well advised to take an undergraduate major in mathematics and statistics with a minor in business administration. Then he would be well prepared to enter the M.B.A. program in the area of quantitative business analysis.

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



**Course Requirements\***

*Sophomore Year:* Econ. E370 or Math. M266-M267; Math. M118 (may be taken in the freshman year); electives, 0-3 hours.

*Junior Year:* Bus. A205 or A211, G300, P320; Math. M215-M216; electives 0-3 hours.

*Senior Year:* Bus. K423, K427, M427; electives, 16-24 hours.

**REAL ESTATE ADMINISTRATION**

**Fred T. Greene Professor Edwards; Professors Milliman, Pinnell (Adviser), Weimer; Associate Professor Bloom (Adviser); Research Associate Messner.**

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

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

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

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

**Course Requirements\***

*Junior and Senior Years:* Bus. L308, R300, R305, R440, R441, R443, R444; Econ. E350. With the approval of the faculty adviser, four of the following courses must be selected: Bus. A205, A211, A228, F420, G406, G409, J340, M315, M426, N300, N400, W406; Econ. E360, E423; F.A. H476; Geog. G314; Gov. G321; Soc. S309.

**TRANSPORTATION AND PUBLIC UTILITIES**

**University Professor Waters (Adviser); Professors Hartley, Wilson; Associate Professor Trebing (Adviser); Faculty Lecturer Sparling.**

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

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



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

Study opportunities in the Graduate School of Business in transportation are offered at the master's and doctoral levels. Advanced study of transportation at the master's level provides a candidate with deeper insight into the complexities of moving modern man and his property. This study proceeds from the points of view of the firm, the industry, and the nation. The successful M.B.A. candidate has the background to contribute immediately and effectively to the administration of transportation companies. Because of his additional educational experience, the student also has marked advantages in terms of long-run employment prospects.

Study at the doctoral level is primarily for those who wish to teach in professional schools of business. Persons interested in research or administration will discover sufficient flexibility to meet their needs.

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

#### **Course Requirements\***

*Sophomore Year:* Gov. G103, G104 recommended.

*Junior Year:* Bus. A211, T300, T309, U300; electives, 3-11 hours.

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

### **Combined Curricula BUSINESS-JOURNALISM**

**Professors Halterman (Adviser), Stempel (Department of Journalism) (Associate Adviser).**

The School of Business and the Department of Journalism cooperate in offering this combination of journalism and business courses intended to serve the requirements of those who wish to prepare for advertising by combining general business and general journalism study, who aspire to positions as managers of publications, who wish to enter the field of financial and business writing, or who plan a career in the publication side of public relations. The recommended study program is sufficiently flexible to allow for adaptation to the individual requirements of students.

#### **Course Requirements\***

*Sophomore Year:* Journ. C200, J234.

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

---

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



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

## BUSINESS-LAW

**Professor Hewitt (Adviser); Assistant Professor Donnell; Faculty Lecturer Welker.**

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

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

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

Effective with the first semester of 1966-67, all students entering the School of Law will be required to have completed an undergraduate degree. Students expecting to continue their education in the School of Law will need to be cognizant of this fact in planning their appropriate programs of study.

## BUSINESS-HEALTH

**Advisers: Associate Professor Porter, Professor Hopper (Division of Allied Health Sciences).**

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

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

### Course Requirements\*

*Junior Year:* Bus. A205, B413, C300, C404, J340, J446; electives, 0-8 hours.

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

---

\* See also the general education core courses (pages 24-25) and general programs (pages 25-26), required of all undergraduates.



## TWO-YEAR CERTIFICATE PROGRAMS

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

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

For each of the three School of Business Certificates, the following general education courses are required: \*

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

### Accounting

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

*Sequence in Accounting:* Bus. A200 or A201-A202, A205, A211, A312, W100; Econ. E201-E202; one of: Bus. A306, A308; one of: Bus. F301, L300, M301, W300, Econ. E370. Physical education courses, if required, will count as elective credit.

### Management and Administration

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

*Sequence in Management and Administration:* Bus. A201-A202, L300, W100, W300; Econ. E201-E202, E370; one of: Bus. F301, J340, M301, P320; one of: Bus. A228, F260, N300, R300, T300, U300. Physical education courses, if required, will count as elective credit.

### Office Management

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

*Sequence in Office Management:* Bus. A201-A202, C205, C220, C225, C240, C250, C300, C330, C360, W100, W204; Econ. E201-E202. Students with typing and shorthand skills would enter the courses at the appropriate level and take elective business and economics courses to complete their programs. Physical education courses, if required, will count as elective credit.

## INSTITUTE FOR APPLIED URBAN ECONOMICS

There is widespread recognition of the need and importance for improving policies for dealing with the problems of urban areas. In turn this recognition has generated

\* For a detailed listing of the courses offered under each of the general education areas, see pages 24-25.



even greater needs for research and analysis of these problems. To help meet these important research needs, the Graduate School of Business established the Institute for Applied Urban Economics.

The objectives of the Institute are to encourage faculty and graduate students to do research in applied urban economics; to strengthen graduate education in applied urban economics; and to work with other disciplines to understand better the inter-relationships between the business firm and the urban community.

Three seminars in applied urban economics have been established at the doctoral level. The first seminar (R623) is a survey seminar designed to expose doctoral students to the best literature in urban and regional analysis. The second seminar (R624) is a research seminar in which students engage in research of their own choosing in the general area of urban and regional analysis. The third seminar (R680) is an advanced reading course dealing with specialized topics in applied urban economics. In addition, an undergraduate course in applied urban economics (R423) has been established to service students from other parts of the campus as well as students from the School of Business. This course studies application of economics to problems of urban and regional growth.

Representative research projects include the following topics: economic redevelopment for Evansville, Indiana; optimal urban spatial patterns; municipal capital budgeting; urban transportation planning; benefit-cost analysis for urban renewal; and transportation investment for growth of depressed regions.

### **Reserve Officers' Training Corps (ROTC)**

#### **DEPARTMENT OF MILITARY SCIENCE (Army)**

**Professor Chloupek (Colonel); Assistant Professors Clavio (Lieutenant Colonel), Pannell (Lieutenant Colonel), Von Schrittz (Lieutenant Colonel), Davey (Major), Williamson (Major); Instructors Bihler (Captain), Bramblet (Major), Ebaugh (Captain), Haltiner (Captain), Lyerly (Captain), Neighbors (Captain), Stupka (Captain).**

The Army ROTC program is conducted by U.S. Army officers who are specially selected and approved by Indiana University for this duty. The curriculum is designed to provide the knowledge and to develop the ability and skills required of commissioned officers. A student may acquire a commission in the U.S. Army Reserve by enrolling in this program. However, outstanding students are designated as Distinguished Military Graduates and are tendered Regular Army Commissions. All credits earned apply toward the total credit hours required for graduation.

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

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

**Pay and Scholarships.** All students in the Advanced Course receive \$40 per month retainer pay, plus \$220.95 and travel pay while attending advanced summer camp training. Students in the Two-Year Program receive \$131.85, plus travel pay, for



attending the basic summer camp. However, no academic credit toward graduation is awarded for this training.

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

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

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

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

### **Army ROTC Basic Course—First Two Years**

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

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

### **Army ROTC Advanced Course—Last Two Years**

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

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

## **DEPARTMENT OF AEROSPACE STUDIES (Air Force)**

**Professor Huneycutt** (Lieutenant Colonel); **Instructors Burns** (Captain), **Fausser** (Captain), **Karaffa** (Captain), **Sanford** (Captain), **Welch** (Captain), **Williams** (Captain).

Training in AFROTC is presented by Air Force officers on active duty and assigned to the Department of Aerospace Studies. AFROTC training is not mandatory.

The objectives of the program are to develop skills and attitudes vital to the professional Air Force officer, and to qualify for commissions as Air Force officers those men who desire to serve.

**Two-Year Program.** This program is offered during the junior and senior years. To qualify, the student must have successfully completed an Air Force Officers' Qualifying Test (AFOQT) and the Air Force physical examination, and must possess potential officer qualities. He must also complete a six-week Field Training Course (FTC) at a selected Air Force base during the summer prior to entering the junior year.

**Four-Year Program.** The cadet in this program must successfully complete the AFOQT physical examination and must possess qualities of a potential Air Force officer. He is required to complete four weeks of training, normally between the junior and senior years, with a Summer Training Unit (STU) at a selected Air Force base.

**Retainer Fee.** All qualified cadets receive a retainer fee of \$40 per month, 10 months per year during their junior and senior years. Also, each cadet receives



approximately \$131.85 for attendance at, plus transportation costs to and from, the FTC or STU.

**Financial Assistance Program.** Certain highly qualified cadets in the Four-Year Program may be selected to receive financial assistance from the Air Force. Such assistance will include the cost of books, tuition, laboratory fees, and a retainer fee of \$50 per month for four years.

**Flight Instruction Program. (FIP).** All AFROTC cadets who are physically and mentally qualified may participate, at the expense of the Air Force, in the FIP offered by civilian flight instructors at Kisters Field in Bloomington. Successful completion can lead to a civilian pilot's license and/or to further training at an Air Force flying school.

**Requirements After Entering the Air Force.** After entering the USAF as Second Lieutenants, newly commissioned officers are required to serve four years of active duty, or five years in the case of pilots and navigators.

**Career Opportunities.** After being commissioned as a Second Lieutenant the new officer has a choice of assignments in such areas as personnel, transportation, education, intelligence, missile and aircraft maintenance, communications, physics, and engineering.

### **First-Year Air Force General Military Education**

#### **A101 Defense of the United States I (1 cr.)**

The causes of present world conflict; the theory and practice of democracy and communism; the factors of national power; the part air, land, and naval forces play in the military instrument; leadership laboratory.

#### **A102 Defense of the United States II (1 cr.)**

The national defense structure, its organization, mission, and functions; a comparison of the mission, organization and functions of specific Air Force commands; professional opportunities, benefits, and responsibilities offered by the USAF; leadership laboratory.

### **Second-Year Air Force General Military Education**

#### **A201 World Military Systems I (1 cr.)**

Comparison of the mission, organization, functions, and characteristics of free world land, naval, and air forces; their place in allied regional security organizations; leadership laboratory.

#### **A202 World Military Systems II (1 cr.)**

The mission, organization, functions, and characteristics of communist air, land, and naval forces; operation of communist regional security organizations; impact of military power on world affairs; leadership laboratory.

### **First-Year Air Force Professional Officer Education**

#### **A301 Growth and Development of Aerospace Power I (3 cr.)**

The nature of war; development of air power in the U.S.; mission and organization of the Department of Defense; Air Force concepts, doctrine, and employment; leadership laboratory.

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

Treats specifically the areas of astronautics, space operations, and the future of aerospace power. Includes U.S. space programs, vehicle systems, and problems in space exploration; leadership laboratory.

### **Second-Year Air Force Professional Officer Education**

#### **A401 The Professional Officer I (3 cr.)**

The meaning and responsibilities of military professionalism. The Military Justice System; leadership laboratory.

#### **A402 The Professional Officer II (3 cr.)**

Includes leadership theory, functions, and practices; management principles, tools, practices, controls, and functions; problem solving; leadership laboratory.



# The Graduate School of Business

---

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

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

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

**Nature of the Program.** The M.B.A. program is a professional or managerial program in contrast to the preprofessional nature of undergraduate studies or the research and teaching orientation of doctoral level work. Its focus is the individual business firm in a framework of business as a total system; its internal operations; its external environment; the behavior of individuals and groups in the business setting; its qualitative and quantitative analysis; the interaction between business and a dynamic changing domestic and international society.

In centering on the above considerations, an individual program is designed for each candidate that takes into account the undergraduate academic background of the candidate, his area of interest in the M.B.A. program, and the basic requirements of the Graduate School of Business. The faculty adviser plays a critical role in the program, individually advising each candidate so as to mold his background, personal and professional objectives, and academic potential into a carefully planned program of professional study.

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

**Academic Programs.** The typical M.B.A. program covers two years or four semesters in residence.

The content of a typical student's program may include preparation in a number of fundamental analytical areas; among these are economics, accounting, behavioral science, administration, and quantitative analysis. Also often included is the business operations area covering the major functional fields of business such as marketing, finance, manpower, and production.

The latter part of a typical program is focused especially on the integration of business operations, environment, and behavior in administering the business firm and upon the candidate's field of concentration reflecting his particular area of interest for specialization. Together with his faculty adviser, he may develop a major-elective sequence designed to deepen and broaden his competence in a field of concentration and appropriate related areas.

All M.B.A. candidates are expected to participate in the M.B.A. Forum throughout their programs. The Forum includes a lecture series by prominent business leaders



of national reputation, departmental and area M.B.A. Faculty Seminars, and other special instructional events. Each candidate enrolls in the Forum during each of his terms in residence. The course is noncredit.

**Administration.** Although enrollment is large, a concerted effort is made to impart a distinctly personal flavor into program administration through the M.B.A. office staff and close working relationships with faculty advisers. A faculty M.B.A. committee under the guidance of the Dean of the Graduate School of Business develops policies for the M.B.A. program. Its purpose is to insure:

1. Admission of the best qualified candidates.
2. Careful attention to each candidate's needs during his study in the M.B.A. program.
3. Operation of the instructional program at maximum effectiveness.
4. Maintenance of continuing service facilities for graduates of the program.

Instruction in the M.B.A. program is built on the premise that the candidates should participate actively in a variety of teaching-learning situations. The faculty regards its responsibility as that of helping curious and able students to acquire knowledge, to improve competence in reasoning, and to refine judgments. Seminars, case studies, conferences, laboratories, and work projects, as well as traditional lectures and discussions, are used.

**Continuing Professional Development.** Since leadership development is a long-range process, the faculty of the Graduate School of Business is interested in helping the M.B.A. graduate to continue his education. Each year the Graduate School of Business sponsors the I.U. Business Conference, and alumni of the M.B.A. programs are among the most active participants. Through these means, through the publication of *Business Horizons* and various bulletins, and through business research and other related professional activities the Graduate School of Business endeavors to stimulate continued growth and professional development among its alumni.

**Degree Requirements.** The formal requirements for the M.B.A. degree are as follows:

1. Each candidate must exhibit competence in the following fundamental areas of business: economics, accounting, management and administration, statistics, marketing, finance, and business law. Candidates may satisfy this requirement by either of the following:
  - a. Passing a written exemption examination administered by faculty members of the department in charge of the subject matter involved;
  - b. Satisfactorily completing a graduate course in the subject matter.Faculty advisers are responsible for determining whether or not a candidate has deficiencies to be remedied in one or more of these areas and for suggesting when and how these deficiencies are to be removed.
2. Each candidate must pass Part I and Part II of the M.B.A. Comprehensive Examination, normally taken during the candidate's last term in residence. All candidates in a given term take the same Part I. Part I is a general case study upon which the candidate is expected to demonstrate his ability to integrate and analyze the management and administrative problems inherent in the case. Part II tests the candidate's knowledge in his area of concentration. The candidate may choose Part II from any one of the following subject areas: accounting, finance, marketing, production management and industrial engineering, personnel and organization behavior, business education, quantitative business analysis, international business administration, business economics and public policy, transportation, insurance, real estate, management and administration, or an interdisciplinary or other especially approved field.

If a candidate fails one or both parts of the examination, he may present a written petition to the M.B.A. Committee for permission to retake the part



or parts which he failed. If such petition is approved, he may sit for the examination again when it is administered. A candidate normally has only two opportunities to pass both parts of the examination. However, should a candidate fail only one part of the examination, he need repeat only that portion on the next examination.

3. Each candidate is required to complete four semesters of full-time graduate work. However, the candidate may be given an exemption from part of the course requirements at the discretion of his faculty adviser and the Dean when satisfactory compliance with such requirements can be shown. The minimum passing grade for any course taken for graduate credit is C. An average grade of B or higher in all work taken for graduate credit must be earned as a prerequisite to continuation in good standing.
4. In addition to the foregoing requirements applying to all candidates, the candidates in some concentrations may be required to present written reports of the results of research on a business problem. Acceptability of the research report is determined by the candidate's faculty adviser. Course credit for such research is allowable up to one-half a semester's credit.

**General M.B.A. Information.** The following additional information is pertinent to the M.B.A. program:

1. Credit from other schools and colleges of the University for courses taken in residence may be accepted toward a degree in the Graduate School of Business, provided that such credit would be accepted toward a graduate degree in the school or college which offers it.
2. Credit toward the M.B.A. degree in the Graduate School of Business will be granted for graduate courses given in the Division of University Extension of Indiana University in accordance with faculty policies covering such work.
3. Credit toward the M.B.A. degree in the Graduate School of Business may be transferred from other accredited colleges and universities with the approval of the Dean, but only to the extent permitted by the requirement as to study in residence.
4. No more than one semester of credit in graduate survey courses may be counted toward the graduation requirement.
5. The program must be completed within seven calendar years.
6. No graduate credit is granted for correspondence courses.
7. Candidates may enter the program in June, September, or January. Application materials must be submitted prior to May 1, August 1, and December 1, respectively, in order to be considered by the Committee on Admissions.

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

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

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



**Admission.** Admission to the Graduate School of Business is based on the individual's qualifications as evidenced in his application, official transcripts, scores on the Admission Test for Graduate Study in Business, recommendations, and a required 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. A personal interview is required with the Committee or with senior members of the faculty designated by the Chairman of the Doctoral Program prior to final admission.

Successful applicants who wish to pursue the D.B.A. degree at Indiana University are admitted only to the Graduate School of Business. Formal advancement to candidacy for the D.B.A. degree takes place later when the D.B.A. Committee, in consultation with the student's adviser, reviews the results of proficiency examinations covering "business operations" and "basic disciplines."

Most students will begin to work toward the doctorate after obtaining the master's degree. Some selected 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. These students matriculate into the M.B.A. program but are counseled by the adviser in the department or area where they eventually plan to major.

The D.B.A. program is of a highly individualized nature. Its emphasis is on accommodating the candidate's background and professional objectives. For this reason, admission of qualified applicants may be denied or postponed if, in the opinion of the Dean and the D.B.A. Committee, the number of advanced graduate students in particular areas is too large to assure the applicant the personal attention he needs in completing his program. Appropriate application forms and detailed information on admission may be obtained from the Administrative Director, D.B.A. Program, Graduate School of Business, Indiana University, Bloomington, Indiana 47405.

**D.B.A. Program Requirements.** The formal program requirements, some of which are explained at greater length in subsequent sections, are as follows:

1. Completion of the minimum of two academic years of graduate study in business and related fields beyond the master's degree.
2. Demonstration of proficiency in "business operations." The viewpoint is that of the total firm. Special attention is given to top management's concern with production, marketing, finance, accounting, manpower, and administrative policy.
3. Demonstration of proficiency in "basic disciplines," namely, economics, quantitative business analysis, and socio-behavioral sciences.
4. Declaration of a major and demonstration of a high level of proficiency in that major.
5. Selection of a supporting field, sometimes referred to as a minor, and demonstration of competence in its subject matter.
6. Acquisition of further competence in depth in either quantitative business analysis or economics.
7. Development of high-level competence in research prior to the time the candidate embarks upon the dissertation. Each candidate must successfully defend his dissertation proposal in a formal oral examination.
8. Completion of a dissertation reflecting the candidate's professional capabilities as a scholar and researcher.

**Profile of D.B.A. Program.** The D.B.A. program is comprised of three separate and distinct phases, the details of which are spelled out below. Phase I begins with the admission to the Graduate School of Business; Phase II begins with the formal advancement to D.B.A. candidacy; and Phase III comprises the completion of the dissertation.

#### *Phase I.*

1. Purpose: The purpose of this phase is to assure that each student demonstrates a proficiency in "business operations" and in "basic disciplines" before



he is formally advanced to D.B.A. candidacy in Phase II. Examinations are offered toward the close of each semester and the summer session as the vehicle for establishing the student's proficiency.

2. 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, accounting, manpower, and administrative policy. A student with a carefully planned M.B.A. program should be able to demonstrate proficiency no later than the first semester of post M.B.A. work.
3. Proficiency in "Basic Disciplines": Ideally, a student aspiring to obtain the D.B.A. degree receives in his undergraduate program a solid block of work in quantitative analysis, economic analysis, and the social and behavioral sciences. Short of this ideal, such preparation should be a part of his M.B.A. program and should provide a basic underpinning to the "modern" 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 background, the student should be prepared to demonstrate this proficiency no later than at the close of the first year of post M.B.A. study.

#### *Phase II.*

1. Admission: The D.B.A. Committee in consultation with the student's adviser carefully reviews the results of the two proficiency examinations and makes a determination as to the candidate's fitness for formal admission to the D.B.A. program.

For those admitted, the next program of study is as follows:

- a. Preparation in a major
- b. Preparation in a supporting field
- c. Preparation in greater depth in either quantitative business analysis or in economics
- d. Preparation for research
2. Preparation in a Major: The program of study for the major is planned with the candidate's adviser in his particular field, and consists of the minimum of fifteen hours. There is no intention that the entire program of study relating to the major must be offered 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 his interests and helps form a logical total unit of work.

Students may major in one of the following:

- Accounting
- Applied Economic Analysis
- Applied Urban Economics
- Business Education
- Business History
- Business and Public Policy
- Finance
- Insurance
- International Business Administration
- Management and Administrative Studies
- Marketing
- Personnel and Organization Behavior



Production Management and Industrial Engineering  
Quantitative Business Analysis  
Real Estate Administration  
Transportation and Public Utilities

Research Seminars: Included as a part of the major is work in research seminars. Some seminars are departmental, others are offered jointly at times by two departments or areas with common interests. 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 purposes of these seminars are:

- a. to familiarize the student with the important research methodology associated with his major,
- b. to identify important problems in the major subject area which call for research,
- c. to develop skills in research design, and
- d. to enable the candidate to prepare a dissertation proposal which he can defend in a formal examination.

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

Environmental Considerations and a Broad Philosophy of Business and of Life: Each candidate is encouraged to continue working on a broad basic philosophy for himself and is urged to relate important issues in business administration and particularly in his major to a sound fundamental philosophy. Matters of values, goals, and means to ends are not only proper but are considered essential in the total development of a scholar at the doctoral level. Somewhere in his 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 particular interest. He likewise should formulate intelligent ways of dealing with such issues and put them into a perspective of total philosophy, which, of course, *must remain his 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 his major area of interest.

Teaching Experience: Since nearly all candidates are to become teachers as well as researchers, effort is made to include supervised teaching experience as an integral part of the program.

3. Supporting Field: Each student selects one supporting field which requires a minimum of nine hours of work. This is 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. Other eligible fields include, but are not limited to, education, government, history, law, mathematics, philosophy, psychology, and sociology, as well as those areas offered by the Department of Economics. If a student chooses to demonstrate proficiency in depth in both the quantitative business analysis area and in economic analysis, assuming that he is not a major in either of these two areas, his doing so may serve as a substitute for a supporting field.



4. **Work in Depth in Basic "Tool" Area:** The doctoral candidate is expected to have special proficiency which enables him to carry forward his 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 either quantitative business analysis or in economic analysis may be more meaningful than the language proficiency. A program of course work (beyond the minimum expected of all D.B.A. candidates) is available in either option. Some students may enter the D.B.A. program with proficiency in depth in either quantitative business analysis or in economics. All candidates, however, will be expected to pass a written examination in one of these two options.
5. **Examinations:** Evidence of the candidate's competence in his major area, supporting field, and either economics or quantitative business analysis, is demonstrated by written examinations in each of the respective areas. These 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 offered only on the Bloomington Campus. They are given three times annually: at the beginning of the spring semester and in the intervals after the close of the spring semester and before the start of the fall semester. All candidates are required to take the three examinations within two consecutive examination periods. If a candidate fails an examination, he 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. Typically, the Committee is reluctant to grant such petitions.

6. **Dissertation Proposal:** Examination on the dissertation proposal comes at the close of the work in Phase II of the program. A student should have developed through his seminar experience and through other means a very carefully prepared dissertation proposal. A dissertation committee, normally consisting of a chairman and two other members, is appointed to supervise and assist each candidate. A formal oral examination is held over this dissertation proposal. This formal 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*

The research seminars provide a "running start" on the dissertation. An important early part of the dissertation experience is integrated with the advanced course work phase of the program through the seminar arrangement. A total of 30 hours of "dissertation credit" is required, but each research seminar taken by the candidate, within or outside of his major area, counts toward this requirement. The dissertation is written under the supervision of the candidate's dissertation committee, which must verify the completion of the dissertation and certify its acceptability.

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 \$10 per semester until all degree requirements are completed. Failure to register each semester under either of these alternatives automatically terminates candidacy.

Similarly, any D.B.A. candidate who anticipates completing his dissertation during the summer in time for September graduation must be enrolled during that summer session. Students not on the Bloomington Campus may enroll by mail.



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.

The final draft of the dissertation should conform to the regulations prescribed by the *D.B.A. Dissertation Guide*. Details of form not covered in this guide must be consistent with acceptable standards of scholarly presentation at the doctoral level.

Three copies of the final draft in temporary bindings should be deposited in 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 five copies of an abstract which describes the contents of the dissertation in not more than 600 words. The deadline dates for deposit of the dissertation and the abstract are May 10 and July 25. After the dissertation has been approved officially by the candidate's dissertation committee and has been on deposit for at least a two-week period, a final oral examination is scheduled.

This examination is held to bring the candidate's research methods, findings, and conclusions under critical review. He is expected to be able to defend satisfactorily all aspects of his inquiry. Inability to do so carries with it the obligation to eliminate any defects in the document itself or in the preparation associated with it that the examination may reveal.

Upon successful oral defense of his dissertation, a candidate is required to submit the unbound original typewritten manuscript and two bound copies to the D.B.A. Office to be deposited in the School of Business Library. The original 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.

### DOCTOR OF PHILOSOPHY (Ph.D.)

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

1. At least three years (ninety credit hours) of graduate study are required, one continuous year of which must be at Indiana University.

2. The candidate must have a reading knowledge of two of the following: French, German, or Russian. Another foreign language may be substituted if approved by the candidate's advisory committee.

3. The candidate must conform to the general requirements of the Graduate School as set forth in the *Bulletin of the Graduate School*.

4. Four fields are required. One must be in contemporary economic theory. A second must be selected from the following: comparative economic systems or economic development or Soviet-type economics, economic history, international economics, labor economics, money and banking, public finance, social control, or statistics.

The other two fields must be chosen from the following areas of business: accounting, applied economic analysis, applied urban economics, business education, business history, business and public policy, finance, insurance, international business administration, management and administration, marketing, personnel and organization behavior, production management and industrial engineering, quantitative business analysis, real estate administration, and transportation and public utilities.



5. The number of credit hours allowed for the dissertation will be determined by the candidate's advisory committee, on application by the candidate or his adviser, and will depend on the topic chosen for research and other relevant factors. In general, candidates should plan to devote the equivalent of one full year of study to research for the dissertation.

6. The candidate is required to pass a final oral examination after the completion and acceptance of his dissertation.

### DOCTOR OF EDUCATION (Ed.D.)

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

The study program for the Doctor of Education degree permits liberal choice of fields. The regulations for this degree are described in the *Bulletin of the School of Education, Graduate Division*. A very brief outline of the requirements of particular interest to candidates majoring in business education is given below:

1. A minimum of ninety semester hours of graduate credit, including fifteen semester hours for a dissertation, is required.

2. All candidates for the Ed.D. degree must complete basic courses in six areas in education as follows: research, educational philosophy, educational psychology, curriculum, measurement, and statistics.

3. A major must be selected from one of the principal fields of study in education. A major consists of forty-five semester hours, including fifteen semester hours for a dissertation.

Two minor fields of study must be selected, at least one of which must be outside the field of education. Candidates majoring in business education ordinarily choose a minor field in business administration or economics. Normally, a minor field requires fifteen to twenty semester hours of graduate credit.

4. Candidates for the Ed.D. degree take written and oral preliminary examinations about one academic year before the degree is to be conferred. Examinations may be required in minors chosen outside the field of education.

5. The dissertation must concern some problem in the major field of specialization. Knowledge of a modern language will be required only if, in the judgment of the advisory committee, it is necessary in order to develop the dissertation properly.

6. A final oral examination covering the dissertation and the major and minor fields of study is conducted by the advisory committee and the faculty.

### POLICIES GOVERNING GRADUATE STUDY

Candidates for advanced degrees are expected to maintain standards of scholarship and personal conduct that are consistent with the requirements of these programs. Failure to do so may result in probationary status or ineligibility to continue in the programs. The faculty of the Graduate School of Business reserves the right at any time to review the status of a graduate student and to take whatever action is deemed appropriate.

### OTHER FEATURES OF THE GRADUATE SCHOOL OF BUSINESS

Additional information about the graduate programs is available from the Office of the Dean, the M.B.A. Committee, or the D.B.A. Committee, upon request. For convenience of applicants, several particularly pertinent matters are summarized in this section.



### Financial Aids

Several avenues of financial assistance are open to worthy candidates whose personal funds are insufficient to meet the costs of graduate study.

**Graduate Fellowships.** Each year the Graduate School of Business appoints a number of graduate fellows. The appointments do not call for any service to the University; rather, they simply provide financial assistance. Highly qualified M.B.A. and D.B.A. candidates are eligible for appointment as graduate fellows. Stipends range from \$600 to \$4,200 for an academic year and carry reduction of out-of-state tuition fees to the in-state level.

**Graduate Assistantships.** A large number of candidates in the M.B.A. and D.B.A. programs are appointed as graduate assistants. Graduate assistants help faculty members and administrative officers of the School of Business in research, administrative details, paper grading, and other related activities. Many graduate assistants work in their major fields of study by assisting faculty members in research. Others serve in the Bureau of Business Research. Stipends vary from \$600 to \$3,500 per academic year. Also, the usual remission of out-of-state fees applies.

**Teaching Associateships.** A few particularly well-qualified D.B.A. candidates are appointed as teaching associates to conduct undergraduate class discussion sections, laboratories, and other selected classes. These appointments are restricted to those doctoral candidates who are planning college or university teaching careers, or who have interrupted such careers at other institutions to pursue the D.B.A. degree requirements at Indiana University.

**Other Awards.** In addition to these types of aids offered through the Graduate School of Business, miscellaneous other awards are available to M.B.A. and D.B.A. candidates. These include all-University scholarships plus special awards of philanthropic foundations. While some of the stipends are nominal, others are substantial with benefits approximating \$5,000.

**Loans.** Candidates who need financial assistance may apply for special loans. The loans, which may be either long-term or short-term, bear interest at a nominal rate.

**Selection.** As the foregoing description suggests, every effort is made to assist deserving candidates who need a supplementary source of funds. The appointments are made by Chairmen of the D.B.A. and M.B.A. programs, with the advice of the departmental or area chairmen. Each applicant for financial assistance of any type should present a detailed resume of his qualifications, needs, and resources. The applications for financial assistance in the Graduate School of Business should be addressed to the appropriate program chairman.

**Duration.** Most appointments are made for the regular academic year; others are made for the summer session. A candidate whose appointment has expired may apply for an extension. The application for extension will be judged by the same standards as was the original application. Academic year appointees are paid in ten equal installments; summer session appointees in two.

### Faculty-Student Relations

In both the M.B.A. and the D.B.A. programs, the faculty places great emphasis on informal faculty-student association. Regular office and classroom association is supplemented by receptions, special seminars, discussion group programs, and other arrangements. A popular institution rapidly becoming a tradition for exchange of ideas is the faculty-graduate student coffee hour held several times weekly in the student lounge of the Business Building. In all of these activities, the faculty is interested in understanding the individual interests and problems of the candidates and in helping all candidates obtain the maximum possible benefits from their advanced study of business at the graduate level.



# Undergraduate and Graduate Courses 1966-67

## SCHOOL OF BUSINESS

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

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

### Accounting

#### Undergraduate Courses

- A200 Introduction to Management Accounting (5 cr.) Seawell, Smith  
P: 26 credit hours. For accounting majors only. Others admitted upon approval of Chairman. Basic concepts and procedures; accounting contribution to managerial planning and control; emphasis on production management accounting, marketing management accounting; external utilization of accounting data.
- A201 Introduction to Management Accounting I (3 cr.) Seawell, Smith  
P: 26 credit hours. Basic concepts and procedures; accounting contributions to managerial planning and control; emphasis on production management accounting.
- A202 Introduction to Management Accounting II (3 cr.) Seawell, Smith  
P: A201. Accounting contributions to managerial planning and control; emphasis on marketing management accounting and financial management accounting; external utilization of accounting data.
- A205 Management Accounting III (3 cr.) Frumer, Hay  
P: A200 or A202. Internal managerial uses of quantitative data including planning (budgeting), controlling, and decision-making; external financial analysis.
- A211 Intermediate Accounting I (3 cr.) Walden  
P: A200 or A202. Accounting cycle and statements, cash, receivables, inventories, plant and equipment, intangible assets, investments, liabilities, capital stock and surplus, and statement analysis.
- A228 Personal Tax Problems (3 cr.) Milroy  
Familiarizes nonaccounting majors with simple personal tax problems. Not open to accounting majors. Federal income tax for the individual, partnership, and small corporation. Estate and gift taxation. Social security and Indiana gross income taxes.
- A306 Advanced Industrial Cost Accounting (3 cr.) Frumer, Hay  
P: A205. Standard costs, process costs, job order costs, and flexible budgets; emphasis on technical accounting aspects and presentation of interpreted data to management.
- A308 Income Tax (3 cr.) Milroy, Spencer  
P: A200 or A202. Internal Revenue Code and Regulations. Emphasis on income, exclusions from income, deductions, and credits.
- A309 Advanced Income Tax (3 cr.) Milroy  
P: A308 and A312. Internal Revenue Code and Regulations; stress on advanced aspects of income, deductions, exclusions, and credits, especially as applied to tax problems of estates, trusts, partnerships, and corporations. Tax forms and practical tax problem situations.
- A312 Intermediate Accounting II (3 cr.) Dieterle  
P: A211. Statement of application of funds, partnerships, venture accounting, consignments, installment sales, insurance, branch accounting, parent and subsidiary financial statements, estates and trusts, statement of affairs, and foreign exchange.
- A313 Advanced Accounting Problems I (3 cr.) Dieterle  
P: A312. Preparation of students for actual practice and C.P.A. examination. Preparation, revision, and correction of statements; comparative statements; investments; fixed assets; liabilities; funds and reserves; compound interest and annuities; and statement of application of funds.
- A315 Fund Accounting (3 cr.) Hay  
P: A312. Specialized procedures and distinctive methods followed in governmental accounting; typical fund accounts, revenues, appropriations, expenditures, assessments, etc.; accounting for institutions; introduces governmental auditing.
- A316 Internship in Accounting (3 cr.) Frumer  
Open to junior and senior accounting majors. These students, upon approval of Department of Accounting faculty, are placed with cooperating firms to receive on-the-job training in accounting. Work experience supervised by faculty; research and written reports are required.



- A404 Auditing (3 cr.) Walden  
P: A205, A312, and senior standing. Public accounting organization and operation; internal control, internal auditing; verification of balance sheet and operating accounts; the auditor's report or opinion.
- A414 Advanced Accounting Problems II (3 cr.) Dieterle  
P: A312. Continuation of A313, covering branch accounting, mergers and consolidations, foreign exchange, ventures, consignments, installment sales, insurance, realization and liquidation statements, and estates and trusts. May take A414 before A313.
- A417 Accounting for Special Industries (Cr. arr.) Seawell, Spencer  
P: consent of instructor. Extensive study of industries of student interest, under direction of staff members. Research report required.
- A430 Analysis and Control of Distribution Costs (3 cr.) Pressler, Spencer  
P: A205. Analysis, direction, and control of the distribution costs of manufacturers, wholesalers, and retailers. Class lectures, supplemented by case studies.
- A490 Undergraduate Survey of Accounting (Cr. arr.) Frumer  
P: consent of instructor.
- A493 Honors Course—Accounting (Cr. arr.) Dieterle  
Open only to outstanding seniors in accounting by permission of instructor. Emphasis on projects based on current business developments.

#### Graduate Courses

- A501 Accounting Function in Business (3 cr.) Frumer, Seawell  
Introduction to accounting for graduate students with limited background in accounting. The accounting function, the information it produces; emphasis on managerial utilization of financial data, including consequences of taxation.
- A502 Financial Accounting (3 cr.) Spencer  
P: A501 or equivalent. Principles, concepts, and problems underlying the recording of accounting data; valuation and its relation to income determination. Structure, content, analysis, and interpretation of principal accounting statements.
- A503 Management Accounting (3 cr.) Frumer  
P: A501 or equivalent. Evaluation and utilization of quantitative data collected for management's use. Uses of management accounting in the decision-making process. Includes project planning, period planning, production cost control, and marketing cost control.
- A508 Accounting for Public Administration (3 cr.) Hay  
P: consent of instructor. Combines survey of general accounting and governmental accounting. Administrative use of accounting data. Extensive supplemental reading required. For majors in government and public administration having no accounting background.
- A513 Accounting Data for Management Control (3 cr.) Hay  
P: A200, or A501, or equivalent. Determination, analysis, and reporting of data for planning and controlling operations. Includes flexible budgets, standard costs, and systems of determining historical costs.
- A514 Auditing Theory and Practice (3 cr.) Walden  
P: A312, A513, or equivalent. Verification of financial statements by independent public accountants and internal auditors. Emphasis on work of the C.P.A.; comprehensive auditing case study; formal report.
- A515 Federal Income Taxes (3 cr.) Milroy  
P: A200, or A501, or equivalent. Internal Revenue Code and Regulations. Income exclusions, deductions and credits of individual, partnership, and corporate taxable entities.
- A521 Theory of Accounts (3 cr.) Walden  
P: A211 or A502. History and development of accounting principles; intensive study of theoretical problems related to determination of income and presentation of financial condition.
- A522 Problems in Federal Taxation (3 cr.) Milroy  
P: A309 or A515. Methods of research in considering federal tax problems. Research in source materials to determine proper treatment of intricate tax matters; oral report.
- A523 Business Information Systems (3 cr.) Hay  
P: A502, A503, K503, or equivalent. Requirements for a business information system, and elements of systems design and installation.
- A525 Standard Costs (3 cr.) Pressler  
P: A306 or A513. Instructor may admit advanced undergraduate students. 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.



- A526 C.P.A. Coaching I (3 cr.) Dieterle  
P: A312 or equivalent. For graduate students only. Problems used from previous examinations given by the American Institute of Certified Public Accountants. Emphasis on short cuts and suggestions for time-saving in the examination room.
- A527 C.P.A. Coaching II (3 cr.) Dieterle  
For graduate students only. Continuation of A526. May take A527 before A526.
- A529 Internship in Accounting (Cr. arr.) Frumer  
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 Research (M.B.A.) (Cr. arr.) Hay  
P: A521 or equivalent. Familiarizes M.B.A. candidates with accounting research by professional organizations and academic institutions; stimulates participants to contribute their talents to the profession after they finish their formal education.
- A590 Research in Accounting (M.B.A.) (Cr. arr.) Seawell  
For graduate students engaged in special research problems.
- A599 Thesis in Accounting (M.B.A.) (Cr. arr.) Milroy, Spencer
- A621 Seminar in Accounting Theory (3 cr.) Hay, Walden  
P: A521 or equivalent. Theoretical problems of accounting, especially those of income determination, valuation, and effects of price-level changes.
- A650 Seminar in Accounting Research (D.B.A.) (Cr. arr.) Dieterle, Hay  
P: A521 or equivalent. Discloses areas appropriate for investigation by accounting doctoral candidates and faculty members; stimulates individual or group research. Accounting research by professional organizations and academic institutions.
- A680 Supervised Readings in Accounting (Cr. arr.) Frumer, Seawell  
For D.B.A. candidates who need further reading rather than course work in preparation for their field examinations.
- A790 Research in Accounting (D.B.A.) (Cr. arr.) Dieterle, Walden

### Business Education and Office Management

#### Undergraduate Courses

- B413 Methods of Employee Training (3 cr.) David  
Methods of instruction, development of instructional materials, program planning, and evaluation of training activities. Types and philosophy of training programs; organization and administration; nature and extent of staff assistance.
- B414 Case Studies in Employee Training Methods (3 cr.) David  
Current problems in methods of employee training. Emphasis on problems concerned with methods of instruction, development of instructional materials, program planning, and evaluation of training activities. Case studies drawn from actual business situations.
- B490 Undergraduate Survey of Business Education (2 cr.) Wyllie  
A terminal integrating course for business teachers. Review of undergraduate business principles and economic concepts. Demonstration of, and participation in, the conference method and other methods of instruction. Methods of instruction in the bookkeeping-accounting and the basic business-economic subjects.
- C205 Machine Statistical Computation (1 cr.) David, Staff  
Application of desk calculators to business and statistical computational problems: ratios, measures of central tendency and dispersion, simple correlation, etc.
- C220\* Beginning Typewriting (2 cr.) Crawford, Staff  
For students with no previous typewriting experience. A terminal course for students desiring short-term, elementary training for other than job purposes; a background course for those students desiring further training in other typewriting areas.
- C225† Intermediate Typewriting (2 cr.) Crawford, Staff  
P: C220 or equivalent. For students with previous training but without sufficient skill for advanced work. Intensive skill buildings; training in job competencies. Basic office typing problems; fundamentals needed in office employment.
- C240‡ Beginning Shorthand (3 cr.) Wyllie, Staff  
P or concurrent: C220. Principles of *Gregg Shorthand Diamond Jubilee*; introduction to speed building. For students without previous instruction in shorthand or with inadequate preparation for C250.

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

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

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



- C250\* Intermediate Shorthand (3 cr.) Wyllie, Staff  
 P: C240 or C242 with a minimum grade of C and prior or concurrent enrollment in C330. Comprehensive study of principles and theory of *Gregg Shorthand Diamond Jubilee*; dictation speed building, vocabulary building; introduction to transcription.
- C300 Office Management I (2 cr.) Waltz  
 Principles of scientific office management and the responsibilities of management for office services, layout, space utilization, furniture and equipment, machines and appliances, branch office management, unions, personnel problems, training of workers, costs, and methods and procedures.
- C330† Advanced Typewriting (2 cr.) Crawford, Staff  
 P: C225. A terminal course for students preparing for employment in office occupations. Advanced typing problems, techniques, knowledges, and skills involved in production typewriting. For high-level office employment and business teaching.
- C360\* Advanced Shorthand (3 cr.) Bray, Staff  
 P: C330 and C250 with minimum grade of C. Review of *Gregg Shorthand Diamond Jubilee*; background knowledge of, and development of competency in dictation and transcription.
- C403 Office Management II (3 cr.) Waltz  
 Administration of the office services of duplicating, filing, and records management, machine transcription and typewriting, mail, calculating, communication, reception, travel, and library services. Methods of organizing and operating services, cost controls, and procedures and effective practices; laboratory work required.
- C404 Office Systems and Control (3 cr.) Waltz, Staff  
 Organization and administration of office systems work; systems analysis techniques; simplification and standardization of procedures; office equipment and systems design; procedure writing, forms design; standards and controls. Applications of systems analysis and work measurement techniques.
- C445 Transcription (3 cr.) Bray, Staff  
 P: C330 and C360 with a minimum grade of C. Develops greater competency in recording dictation and transcribing; qualifies the student for high-level positions of responsibility in secretarial work.
- C446 Advanced Transcription (3 cr.) Bray, Staff  
 P: C330 and C445 with minimum grade of C. Preparation of students for professional reporting, professional secretarial service, and supervision of secretarial departments in large firms; quality and quantity production of business communications and reports.

#### Graduate Courses

- B503 Foundations of Business Education (3 cr.) Crawford  
 Principles and philosophy of business education relating to contributions to general education, objectives, public relations, curriculum planning, guidance, and preparation of business teachers; leadership and literature in the field.
- B504 Curricular Materials and Practices in Business Education (3 cr.) Dvorak  
 Acquaintance with, evaluation and development of, instructional materials in the various business subjects; study of appropriate curricula for business education in secondary, evening, and private business schools, and colleges.
- B523 Improvement of Instruction in Basic (Social-Business) Business Subjects (3 cr.) Wyllie  
 Objectives, available instructional materials, teaching procedures, curricular organization, and other teaching problems of such subjects as general business, economic geography, business law, consumer economics, business organization and management, salesmanship, economics.
- B524 Improvement of Instruction in Typewriting and Related Secretarial Skills (3 cr.) Crawford  
 P: graduate standing, reasonable skill in typewriting. Teaching procedures basic to vocational proficiency in typewriting and related skills; available instructional materials; measurement of skills; standards of achievement; problems of teaching the operation of office machines and appliances.
- B525 Improvement of Instruction in Bookkeeping and Related Office Skills (3 cr.) Wyllie  
 P: A211 or equivalent. Problems and procedures in bookkeeping and related knowledges and skills. Materials, tests, standards, and teaching procedures in bookkeeping and business mathematics. Teaching problems of students emphasized.
- B526 Improvement of Instruction in Shorthand and Transcription (3 cr.) Wyllie  
 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 (Master's) (Cr. arr.) Wyllie, Staff  
 Intensive group study of specific problem in business education under direct supervision.

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

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



- B590 Research in Business Education (Master's) (Cr. arr.) Dvorak  
Intensive individual investigations of field and laboratory problems in business education.
- B599 Thesis in Business Education (Master's) (Cr. arr.) Dvorak
- B605 Administration and Supervision of Business Education (3 cr.) Eyster  
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.) Eyster  
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.) Dvorak  
P: consent of student's adviser. For advanced graduate students preparing for field examinations.
- B750 Seminar in Business Education (Doctor's) (Cr. arr.) Eyster  
Problem areas in business education; selection, 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.) Eyster  
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-creating phenomena.
- B790 Research in Business Education (Doctor's) (Cr. arr.) Eyster, Staff  
Individual study of significant problems in business education in the field, laboratory, or library. Staff supervision.
- C506 Seminar in Office Management (Cr. arr.) Waltz  
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; problems of organizing and teaching office practices.

### International Business Administration

#### Undergraduate Courses

- D420 International Business Administration (3 cr.) Simmonds  
P: senior standing. Foreign environment for overseas operations, U.S. government policies and programs for international business, international economic policies, and management decisions and their implementation in international marketing, management, and finance.
- D496 Foreign Study in Business (2-6 cr.) Staff  
P: senior standing, consent of instructor. Work in or visits to business firms; discussions with business executives and government officials. Prior background reading, orientation work, and approval of project required. Two semester hours for each three weeks of foreign residence.

#### Graduate Courses

- D520 Introduction to International Business Administration (3 cr.) Farmer, Nehrt, Robock  
Economic, political, and social environment in foreign business affairs in "developed" and "under-developed" countries. Influence of environment on business policy, both in marketing and overseas operations. Representative case studies.
- D523 Africa: Business and Economic Developments (3 cr.) Nehrt  
International trade, international business, and economic development patterns in Africa. Selected issues of major current importance.
- D524 Asia: Business and Economic Developments (3 cr.) Staff  
International trade, international business, and economic development patterns in Asia. Selected issues of major current importance.
- D525 Latin America: Business and Economic Developments (3 cr.) Robock  
International trade, international business, and economic development patterns in Latin America. Selected issues of major current importance.
- D526 Western Europe: Business and Economic Developments (3 cr.) Simmonds  
International trade, international business, and economic development patterns in Western Europe. Selected issues of major current importance.
- D590 Research in International Business (M.B.A.) (Cr. arr.) Staff  
For graduate students engaged in special research problems. Admission arranged by student's graduate adviser.



- D594 Comparative Business Systems (3 cr.)** Nehrt, Robock  
 P: consent of instructor. Patterns of government and business relationships throughout the world; economic and political philosophies; role of government in economic planning; economic development; control of private business. The "mix" of public and private activity in specific industry sectors.
- D596 Foreign Study in Business (M.B.A.) (2-6 cr.)** Staff  
 P: consent of instructor. Work in or visits to business firms; discussions with business executives and government officials. Prior background reading, orientation work, and approval of travel required. Students submit reports on observations and study. Two semester hours for each three weeks of foreign residence.
- D620 International Business Administration: Selected Issues (3 cr.)** Robock  
 P: D520, 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.

## Finance

### Undergraduate Courses

- F260 Personal Finance (3 cr.)** Silverstein  
 Financial problems encountered in managing individual affairs; family budgeting, installment buying, insurance, home ownership, and investing in securities. No credit for juniors and seniors in School of Business.
- F301 Principles of Finance I (3 cr.)** Sauer  
 P: A201-A202, Econ. E201-E202. Not open to students who received credit in F310 (formerly F300). Business finance from viewpoint of business manager; use of financial statements, tools, and concepts for measuring and planning for profitability and liquidity. Should be followed by F302. Students may enroll concurrently in F393.
- F302 Principles of Finance II (3 cr.)** Sauer  
 P: F301, M301, W300. (Students who have not had F301 but have successfully completed F310 may enroll.) Financial planning, working capital management, capital budgeting, dividend policy, and comprehensive problems.
- F393 Junior Honors Course in Finance (Cr. arr.)** Sauer  
 May be taken only concurrently with F301. Includes subject matter of F301, enabling students to study basic financial concepts and principles in greater depth.
- F420 Principles of Investment (3 cr.)** Hayden, Sauvain  
 P: F301. Problems of investment policy, types of investment risks, an introduction to security analysis, the analysis of investment requirements, and kinds of investment policies.
- F423 Security Analysis (3 cr.)** Hayden  
 P: A211, F420. Principles and methods of security analysis designed for students who contemplate careers in the securities business.
- F446 Commercial Banking (3 cr.)** Edwards, Fischer  
 P: F301, Econ. E350. Problems of commercial banking discussed from point of view of bank management; determination of proper size of asset reserves; credit analysis required for various kinds of bank loans; investment policies for commercial banks; problems of equity reserves and capital account.
- F464 Internship in Finance (Cr. arr.)** Fischer  
 For seniors approved by instructor; offered only in summer session. Offers on-the-job training in finance. Work supervised by the faculty; written report of work experience required.
- F493 Senior Honors Course in Finance (3 cr.)** Staff  
 Investigation of problems of student interest; a broad program of reading. Admission limited to distinguished senior scholars majoring in finance.

### Graduate Courses

- F500 Graduate Survey of Finance (3 cr.)** Silverstein  
 Elementary course in business finance from an institutional point of view and an elementary course in money and banking.
- F502 Management of Business Finance I (3 cr.)** Edwards, Sauvain  
 P: A501 or equivalent. Study of finance from management viewpoint. Theory of financial management; framework of reasoning applied to variety of practical problems. No credit for students having taken F500.
- F503 Management of Business Finance II (3 cr.)** Edwards, Sauvain  
 P: F502 or F500 or equivalent. May be taken without F502 by students who have passed F500 or who had a satisfactory undergraduate basic course in finance. Financial planning, problems of working capital management, capital budgeting, dividend policy, mergers and consolidations, comprehensive problems.



- F524 Investment Management (3 cr.)** Sauvain  
P: F500 or an elementary course in corporation finance. Theory of investment management; its application in formulation of investment policies. The theory of security analysis.
- F526 Investment Analysis (3 cr.)** Hayden  
P: K503 or equivalent. Application of advanced mathematical techniques to portfolio selection process and to analysis of securities; Markowitz efficiency procedures and computer utilization in investments; selected readings on random walk hypothesis, spectral analysis, use of higher moments in analyzing securities time series.
- F540 Bank Credit Policy (3 cr.)** Edwards, Fischer  
A study of various types of bank loans; lending activity of competing types of institutions and position of commercial banks in money and capital markets.
- F590 Research in Finance (M.B.A.) (Cr. arr.)** Silverstein  
For M.B.A. candidates writing theses or engaged in other special research problems.
- F594 International Finance (3 cr.)** Fischer  
P: D520 or consent of instructor. Requirements, procedures, and institutions for financing international trade, investment, and economic development and for achieving international monetary co-operation. Review of foreign banking organization; specialized case studies.
- F605 Seminar in Business Finance (3 cr.)** Silverstein  
Current developments in finance. Problems in financing business enterprise from viewpoint of business management and economic system. Broad reading and individual investigation of specific aspects.
- F625 Seminar in Investments (3 cr.)** Sauvain  
P: F524. Intensive study and discussion of current problems in investments.
- F644 Seminar in Financial Institutions (3 cr.)** Edwards  
Rapid review of structure of American financial institutions; intensive study and discussion of current problems of financial institutions.
- F645 The Money and Capital Markets (3 cr.)** Edwards, Fischer  
Determinants of demand and supply of funds; market interrelationships and changing institutional framework; level and structure of interest rates; operations of the Federal Open Market Committee and Treasury policies; sources and interpretation of statistical data; and current comment on money market.
- F680 Supervised Readings in Finance (Cr. arr.)** Sauer  
P: consent of student's adviser. For advanced graduate students preparing for field examinations.
- F790 Research in Finance (D.B.A.) (Cr. arr.)** Staff

### Business Economics and Public Policy

#### Undergraduate Courses

- G300 Introduction to Managerial Economics (3 cr.)** Grossack, D. D. Martin  
Applications of elementary concepts of micro-economic theory in the solution of business problems. Development of a conceptual framework for business decision-making under conditions of uncertainty.
- G406 Business Enterprise and Public Policy (3 cr.)** Bateman, Grossack, D. D. Martin  
P: senior standing. Legal, political, and economic framework of American business-government relationships; emergence of specific industry promotion, regulation and public ownership; government promotion of competition and policing of market practice.
- G409 Business Conditions and Public Policy (3 cr.)** Bateman, Schaller, Wilson  
P: senior standing. Measurement and economic analysis of general business conditions; the role of government in promoting stable business conditions, advancing economic-growth, and mobilizing for national emergencies.
- G493 Honors Course in Business Economics and Public Policy (Cr. arr.)** Turner, Staff  
Special course for outstanding seniors by permission of instructor. P or concurrent: G406, G409. Important, current, politico-economic developments of interest to business managers.

#### Graduate Courses

- G501 Analysis of Business Conditions (3 cr.)** Grossack, Schaller, Turner  
Measurements, determination, and prediction of general business conditions. Introduction to social accounting and theory of macro-economic behavior; short-run forecasting and the analysis of selected longer-run economic tendencies and problems.
- G502 Business and Public Policy (3 cr.)** D. D. Martin, Turner  
P: G501. Major public economic policy institutions and issues in the U.S. Legal, political, and economic framework of American business-government, the promotion and policing of market practice; specific industry promotion, protection, regulation, and public ownership.
- G515 Managerial Economics (3 cr.)** Grossack, D. D. Martin  
Develops a conceptual framework for business decision-making; the application of economic theory and statistics to practical problems. Intensive treatment of selected topics.



- G590 Research in Business Economics and Public Policy (M.B.A.) (Cr. arr.) Staff  
P: consent of instructor.
- G599 Thesis in Business Economics and Public Policy (M.B.A.) (Cr. arr.) Staff
- G605 Regulation of Market Structure and Business Practice (2 cr.)  
Grossack, D. D. Martin, Robertson  
P: G406 or G502 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.
- G606 Regulation of Business Activity and Growth (2 cr.)  
Grossack, Robertson, Schaller, Turner  
P: G406 or G502 or equivalent. Public policies toward stabilization of business activity, price levels, and promotion of economic growth via taxation, expenditures, credit control, direct controls, and other instruments. Critical analysis, general philosophical considerations.
- G607 Regulation of Specific Industries (2 cr.) Trebing, Turner  
P: G406 or G502 or equivalent. Promotion and regulation of specific industries (railroads, public utilities, communications, radio, securities issuance and markets, merchant marine, agriculture, petroleum, banking, housing, etc.). Critical analysis, general philosophical considerations.
- G608-G609 Selected Topics in Business-Government Relationships I-II (2-2 cr.)  
Milliman, Schaller, Turner  
P: G406, G409, or G502, or equivalent. Will concern a subject that, like G607, can represent the "optimal third" of a doctoral candidate's preparation for the field examination in Business-Government Relationships. Semester topic will be announced.
- G619 Seminar in Applied Economic Analysis (3 cr.)  
Grossack, D. D. Martin, Schaller  
P: Econ. E525-E526; working knowledge of current economic statistics and statistical methods. Terminal course in D.B.A. field in economic analysis. Use of economic theory, national income, and other statistics in analysis of concrete economic problems.
- G680 Supervised Readings in Business Economics and Public Policy (Cr. arr.)  
Turner, Staff  
P: consent of student's adviser. For advanced graduate students preparing for field examinations.
- G790 Research in Business Economics and Public Policy (D.B.A.) (Cr. arr.) Staff

## Business History

### Undergraduate Courses

- H400 Business in Its Historical Setting (2 cr.) Bateman, Potter, Robertson  
Social and economic environment in which business institutions emerged and developed; reciprocal effects of business institutions on economic environment. Entrepreneurs who developed the "American System"; forces leading to concentration of industry and rise of the large firm.
- H403 Business Biography (2 cr.) Robertson  
P: H400. Seminar for juniors and seniors capable of independent study. Students write perceptive biographies of distinguished American businessmen. Emphasis on development of narrative and research skills.
- H490 Undergraduate Survey of Business History (Cr. arr.) Robertson  
P: consent of instructor.

### Graduate Courses

- H504 Explorations in Entrepreneurial History (3 cr.) Bateman, Potter, Robertson  
For M.B.A. and doctoral candidates. Students write an advanced paper, based on extensive research, recounting a crucial episode in the history of a firm or defining the entrepreneurial contribution of a major business figure.
- H505 Industry Problems in Business History (3 cr.) Robertson  
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.
- H590 Research in Business History (M.B.A.) (Cr. arr.) Robertson  
For graduate students engaged in special research problems. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.
- H599 Thesis in Business History (M.B.A.) (Cr. arr.) Staff
- H790 Research in Business History (D.B.A.) (Cr. arr.) Robertson



## Personnel and Organization Behavior

### Undergraduate Courses

- J340 Personnel Management (3 cr.)** Sloane  
 P: W300 or consent of instructor. Objectives, organization, policies, and activities in typical personnel programs; problems encountered in their effective administration. Recruiting, selecting, placing, training, safety, health, employee services, wages and hours, labor management relations, and personnel research.
- J407 Employment and Development of Personnel (3 cr.)** Bossort  
 P: J340. Problems and processes involved in administration of employment, training, and development functions of an integrated personnel program. Organizational planning and manpower requirements, management selection and development, and management appraisal.
- J444 Personnel Research and Standards (3 cr.)** Scott  
 P: J340. Personnel research through review and evaluation of studies in appropriate journals, opportunity to master personnel measurement techniques. Job analysis, job evaluation, wage curve computation, predictor validation techniques, morale measurement, and personnel auditing.
- J446 Organizational Behavior and Supervision (3 cr.)** Cummings  
 P: J340 or consent of instructor. Individual and group behavior within context of goal-seeking organization; role of motivation, perception, and learning in causation and direction of individual behavior; work group characteristics: leadership and communication processes, cohesion, influence and power networks; dimensions of organization significantly influencing individual and work group.
- J490 Independent Study in Personnel Management and Organization Behavior (Cr. arr.)** Sloane  
 For senior personnel students with consent of instructor. Research, analysis, and discussion of current topics.

### Graduate Courses

- J501 Manpower Management (3 cr.)** Scott, Williams  
 P: W500 or equivalent. Unified personnel program and its operation in business and other social institutions; functional processes of manpower planning and recruiting, selection decision making, development, direction and motivation, and research; determinants of work behavior.
- J502 Personnel Measurement (3 cr.)** Scott  
 P: J501 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.
- J503 Administrative Behavior and Organization Relationships (3 cr.)** Cummings  
 P: W500 or equivalent. Selected behavioral concepts and findings underlying causation and direction of human behavior within goal seeking organizations; reliable behavioral knowledge relevant to directing human effort and solving administrative problems.
- J504 Seminar in Industrial Relations (3 cr.)** Sloane  
 P: W500 or equivalent. 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.
- J590 Independent Study in Personnel Management and Organization Behavior (M.B.A.) (Cr. arr.)** Scott  
 For students desiring field research in business through case studies or other methods into special areas of personnel management. Each project is independently organized and supervised.
- J599 Thesis in Personnel Management and Organization Behavior (M.B.A.) (Cr. arr.)** Staff
- J648 Seminar in Personnel Administration (3 cr.)** Williams  
 Literature and historical development of modern personnel administration, objectives, concepts, ideals, and philosophies. Current research projects and developing trends. Participants create a complete personnel program and construct individual systems of thought.
- J680 Independent Study in Personnel Management and Organization Behavior (D.B.A.) (Cr. arr.)** Williams  
 P: consent of student's adviser. For students preparing for field examination.
- J790 Research in Personnel Management and Organization Behavior (3 cr.)** Scott  
 Seminar in behavioral research; overview of nature and tactics of research and the application of experimental design and psychometric methods.



**Quantitative Business Analysis****Undergraduate Courses**

- K423 Survey of Electronic Data Processing Methods (3 cr.)** Harnett, E. W. Martin, Staff  
 Effect of electronic computer upon business management and organization. Principles of electronic computers, illustrations of their use; introduction to data processing system design. Utilization of Research Computing Center.
- K427 Introduction to Operations Research (3 cr.)** Harnett, Horowitz  
 P: Econ. E370, Math. M118 or equivalent. Philosophy and techniques of operations research. Theory of probability, inventory models, utility and decision theory, game theory, linear programming, and replacement models.
- K490 Undergraduate Survey of Quantitative Business Analysis (Cr. arr.)** Horowitz, E. W. Martin

**Graduate Courses**

- K503 Mathematical Tools of Business Analysis (3 cr.)** E. W. Martin, Harnett, Horowitz  
 P: college algebra or equivalent. No credit to students with calculus. Construction of mathematical models, review of algebra, analytic geometry, differential and integral calculus, matrix algebra, and probability.
- K505 Electronic Data Processing Methods (3 cr.)** Harnett, E. W. Martin  
 Electronic data processing; its significance for management. Stored program concept, uses of electronic computers, techniques of system design, and management problems concerned with the mechanization of data processing. Utilization of Research Computing Center.
- K515 Quantitative Analysis in Decision-Making (3 cr.)** Harnett, Horowitz  
 P: K505 or equivalent. 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.
- K517 Techniques of Operations Research (3 cr.)** Horowitz, E. W. Martin  
 P: K515 and Math. M211 or equivalent. Introduction to matrix algebra. Optimization problems, including linear, integer, quadratic, and dynamic programming; general programming problems; Kuhn-Tucker theorems. Queueing theory. Inventory models. Class project.
- K525 Seminar in Electronic Data Processing (Cr. arr.)** E. W. Martin  
 P: K524 or consent of instructor. Selected advanced topics.
- K590 Research in Quantitative Business Analysis (M.B.A.) (Cr. arr.)** Staff
- K606 Systems Simulation (3 cr.)** E. W. Martin  
 Theory of systems simulation, construction of simulation models of complex systems, design of simulation experiments, simulation experience using Research Computing Center.
- K628 Seminar in Quantitative Business Analysis (3 cr.)** Horowitz, E. W. Martin  
 Advanced techniques of quantitative analysis; experience in solution of practical problems.
- K680 Supervised Readings in Quantitative Business Analysis (Cr. arr.)** Staff

**Business Law****Undergraduate Courses**

- L300 Business Law—Contracts (3 cr.)** Hewitt  
 P: junior standing. Nature of legal institutions; essentials of a binding contract; legal rules relating to the performance of a contract; remedies granted in breach of contract; rights acquired by assignment of contract.
- L303 Business Law—Property, Sales, and Negotiable Instruments (3 cr.)** Hewitt, Staff  
 P: L300. Legal problems encountered in marketing of goods. Nature of property, sales of personal property, securing of credit granted, nature and use of negotiable instruments.
- L304 Business Law—Elements of Law (3 cr.)** Hewitt, Staff  
 Our legal system and how it operates; principles on which our law is based. Students taking this course will not take L300. This course cannot be substituted for L300 as prerequisite to advanced business law courses.
- L305 Business Law—Agency, Partnerships, and Corporations (3 cr.)** Hewitt  
 P: L300. Relations of principle, agent, and third person. Agency law integrated with law involving the creation, operation, and termination of partnerships and corporations; their rights and liabilities.



- L308 Business Law—Real Estate Law (3 cr.)** Hewitt, Staff  
 P: L300. Legal problems incident to ownership and transfer of real property; classification of property, requirements of a valid deed, nature of an escrow, landlord and tenant relationship, restrictive covenants in deeds, zoning ordinances, and brokerage contracts.
- L309 Business Law—Insurance, Estates, and Trusts (3 cr.)** Hewitt, Staff  
 P: L300. Fundamental law of insurance, disposal of estates of deceased by will and under statutes of descent and distribution, probating estates, creation of trust, duties and liabilities of trustee, and rights of beneficiary of trust.
- L407 Business Law—Administrative Law (3 cr.)** Hewitt  
 P: L300. Constitutional law, statutory law, and substantive law. Areas of law involved in decision-making. Functions of current administrative agencies of government.

#### Graduate Courses

- L500 Business Law—Graduate Survey (3 cr.)** Hewitt, Staff  
 Social, economic, and historical background of law; the law of contracts; property; sales; security transactions; negotiable instruments; agency, partnerships; corporations.
- L510 Business Law—C.P.A., C.L.U., and C.P.C.U. Review (Cr. arr.)** Hewitt, Staff  
 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.
- L680 Supervised Readings in Business Law (Cr. arr.)** Hewitt, Staff  
 P: consent of student's adviser. For advanced graduate students preparing for field examinations.

#### Marketing

##### Undergraduate Courses

- M301 Principles of Marketing I (3 cr.)** Morris, Staff  
 P: Econ. E201-E202. Marketing function of the firm primarily from management standpoint; social welfare considerations also treated. Marketing variables of product, channels, pricing, and promotion related to the profitability, survival, and growth of the firm. Function of marketing institutions in the economy.
- M302 Principles of Marketing II (3 cr.)** Granbois, McCammon, Staff  
 P: M301. Aggregate marketing system from viewpoint of the decision-maker. Comparative study of marketing institutions; complex marketing interrelationships among firms.
- M315 Principles of Advertising (3 cr.)** Kelly, Granbois, Wentworth  
 P: M301. Surveys structure of advertising and the problems of advertising and promotion management from viewpoint of the marketing manager.
- M316 Advertising Laboratory (2 cr.)** Halterman  
 P: M315. Advanced work in creative aspects of advertising; techniques and tools of advertising communication of value to advertising management.
- M319 Principles of Retailing (3 cr.)** McCammon  
 P: M301. Principles of successful retail management; analytical and research methods applicable to problems of retail management.
- M320 Retailing Laboratory (2 cr.)** McCammon  
 P: M319 or consent of instructor. Detailed analysis of selected areas of retail decision-making; case discussions, evaluation of relevant research studies and methodologies, current problems.
- M404 Advanced Marketing (3 cr.)** Panschar, Patterson, Yoder  
 P: M301, M302, two other marketing courses, senior standing. Capstone course for marketing majors. Integration of the firm's marketing program, using management-oriented approach; emphasis on analytical tools for marketing decision-making.
- M407 Industrial Marketing (2 cr.)** Yoder  
 P: M301, senior standing. Management aspects of marketing of industrial goods; economic factors affecting marketing policy. Buying practices, channels of distribution, sales organization, industrial distributors, functional middlemen, advertising, price policy, market policy, and market research.
- M418 Advertising Management (3 cr.)** Halterman  
 P: M315. Major managerial problems of promotion administration; advertising research, agency relationships, media concepts and strategy, appropriations and budgets, evaluation, coordination, regulation, and campaign planning.
- M426 Sales Management (3 cr.)** Haring  
 P: senior standing. Managerial aspects of marketing; problems involved in investigations of markets, planning the sales effort, management of sales and service personnel, and control of sales operations.
- M427 Market and Sales Analysis (3 cr.)** Yoder  
 P: M301-M302, Econ. E370. Statistical and behavioral research methods in marketing management. Market analysis; information sources; design of sample, statistical studies, questionnaire; analysis and presentation of research results.



- M428 Market and Sales Analysis Laboratory (2 cr.) Yoder  
P: consent of instructor, M427 concurrent. Research techniques applied to marketing operations of a specific firm.
- M439 Internship in Marketing (Cr. arr.) McCammon  
Open to marketing majors with permission of Department of Marketing faculty. Students are placed with business firms for periods of on-the-job training. Supervision exercised by faculty; written reports required.
- M490 Special Studies in Marketing (Cr. arr.) Halterman  
P: consent of instructor.
- M493 Honors Course—Marketing (Cr. arr.) Panschar  
Open to outstanding seniors in marketing by permission of instructor. Projects based on current business developments.

### Graduate Courses

- M501 Graduate Survey of Marketing (3 cr.) Granbois, Panschar, Patterson, Willett  
Business activities involved in moving goods from production to consumption. Institutions, functions, regulations, costs, efficiency, and contemporary marketing problems. Philosophy of marketing in the American economy.
- M502 Marketing Management (3 cr.) Haring, Panschar, Thorelli, Wentworth  
Examination of major areas of marketing from viewpoint of marketing executive. Pricing problems, channels of distribution, private brands, laws affecting marketing, use of wholesalers.
- M530 Marketing Theory (3 cr.) Granbois, Panschar, Patterson  
For doctoral candidates. Development of marketing concepts, marketing and public policy, economics of marketing from point of view of over-all economy.
- M540 Markets: Measurement and Behavior (3 cr.) Yoder  
Measurement of markets and an analysis of consumer behavior and motivation from administrative viewpoint. Measurement of total market potentials, delineation of market areas, market forecasting, with implications on policy-making and marketing strategy of the firm.
- M544 Marketing Communications (3 cr.) Halterman  
Theories and practices of advertising, sales management, promotion, and public relations as they relate to the over-all marketing program. Findings in communication theory, broad policy and strategy.
- M545 Marketing Institutions and Channels (3 cr.) Hewitt, Otteson  
Rationale for our marketing system; fundamentals explaining alternate channels and roles played by business firms; evolution of business structures in marketing, reasons for change, and projected future marketing patterns.
- M546 Marketing Strategy (3 cr.) Haring  
P: M501 and M502, or equivalent. Case course for advanced marketing students. Major marketing decisions, their impact upon the firm's marketing system, and probable reaction or retaliation of competitors.
- M547 Creative Planning in Marketing (3 cr.) Kelly  
P: M501, M502. Work on a real and unsolved problem presented and monitored by cooperating business firms. Students develop set of marketing plans and present these strategies. Integration and application of analytic techniques in a practical entrepreneurial setting.
- M548 Decision Theory in Marketing (3 cr.) Panschar, Willett  
P: M501, M502, W503, 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.) Willett  
P: M502, M540, W503. Typical marketing problems, relevant research techniques. Basic marketing data sources, research activities, basic analysis techniques, interpretation of results of research.
- M590 Research in Marketing (M.B.A.) (Cr. arr.) Halterman  
For students engaged in special research problems. Admission arranged by student's faculty adviser.
- M594 International Marketing (3 cr.) Thorelli  
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.
- M599 Thesis in Marketing (M.B.A.) (Cr. arr.) Staff
- M680 Supervised Readings in Marketing (Cr. arr.) Halterman  
P: consent of student's adviser. For graduate students preparing for field examinations.
- M790 Research in Marketing (D.B.A.) (Cr. arr.) Haring, Kelley



## Insurance

## Undergraduate Courses

- N300 Principles of Risk and Insurance (3 cr.) Belth, Hedges, Long  
P: A201-A202, Econ. E201-E202. Basic fundamentals of risk and insurance; general nature and pervasiveness of risk in business and consumer affairs; the insurance mechanism as a risk reduction device; insurance in over-all consumer planning; implications of social insurance; effect of insurance upon macro-economic variables.
- N403 Internship in Insurance (Cr. arr.) Hedges  
Open to junior and senior insurance majors, with consent of insurance faculty. Students placed with business firms for periods of on-the-job training. Supervision by faculty; written reports required.
- N410 Life Insurance—Principles (3 cr.) Belth, Hedges  
P: N300 or senior standing. Nature and functions of life insurance; policy forms and provisions, rates and rate-making, reserve and investment problems, company organization, legal aspects, taxation; application of life insurance to personal and business needs. Role of life insurance in risk management.
- N420 Property Insurance—Contract Provisions (3 cr.) Long  
P: N300 or senior standing. Nature and functions of insurance other than life and health. Concept of risk; insurance as a tool of management. Interpretation of insurance contracts; responsibilities of corporate risk managers.
- N430 Disability Insurance (2 cr.) Belth  
P: N300. Disability hazard, its economic consequences; methods of insuring; life insurance disability clauses; accident, health, hospitalization, surgical expense insurance; analysis of forms and clauses; adequacy of coverage; disability insurance carriers.
- N433 Group Insurance and Pensions (2 cr.) Long  
P: N300. Nature, purposes, and unique principles of group coverage. Problems of designing coverage; alternative solutions, contributory versus noncontributory plans, treatment of past service, cost as related to adequacy; problems of administration; relation to social security.

## Graduate Courses

- N500 Graduate Survey of Insurance (3 cr.) Hedges, Long  
Insurance as a method of dealing with risk; principles and analysis of property, life, disability, and group insurance; commercial insurance related to social insurance. Current problems: their economic implications and relationship to governmental policy and business management.
- N503 Insurance Seminar (3 cr.) Hedges  
Current problems in property insurance, life insurance, social insurance; relationship of public and private commercial insurance. Projects in fields of student interest.
- N513 Life Insurance—Underwriting (3 cr.) Belth, Hedges  
For those expecting to make a career of life underwriting. Problems of adapting various forms of life insurance; annuities and settlement options related to estate building and conservation, business insurance, tax problems; building life insurance programs.
- N514 Chartered Life Underwriter (C.L.U.) Review (3 cr.) Belth, Hedges  
Subject matter covered by the Chartered Life Underwriter examinations and their applications to the field of life insurance, in preparation for the C.L.U. examinations.
- N523 Property Insurance—Underwriting (3 cr.) Hedges  
For those preparing for careers in property insurance. Rate making, risk selection, loss adjustments, appraisals, loss prevention, insurance surveys, development of property insurance programs.
- N524 Chartered Property and Casualty Underwriter (C.P.C.U.) Review (3 cr.) Hedges, Long  
Subject matter covered by the Chartered Property-Casualty Underwriter examinations and their application to problems of property insurance, in preparation for the C.P.C.U. examinations.
- N590 Research in Insurance (M.B.A.) (Cr. arr.) Hedges, Long  
For students engaged in special research problems. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.
- N599 Thesis in Insurance (M.B.A.) (Cr. arr.) Long
- N680 Supervised Readings in Insurance (Cr. arr.) Hedges, Long  
For advanced graduate students preparing for field examinations. Registration by permission of student's adviser.
- N790 Research in Insurance (D.B.A.) (Cr. arr.) Hedges

## Production Management and Industrial Engineering

## Undergraduate Courses

- P320 Production Management (3 cr.) Groff, Stockton  
P: Econ. E370. Production of goods and services. Major problems in line and staff management of the production or operations function. Development of analytical processes.



- P423 Operations Planning and Control (3 cr.)** Stockton  
 P: P320, Math. M119, or consent of instructor. Application of modern analytical techniques to scheduling and control of operations.
- P425 Problems in Production Management and Industrial Engineering (3 cr.)** Groff  
 P: P423. Production and operating problems of the firm. Application of modern techniques of industrial engineering and operations research to the more complex problems of production or operations management.
- P429 Industrial Engineering (3 cr.)** Groff, Stockton  
 P: P320. For production majors with a career interest in industrial engineering work. Process and methods analysis, job design. Work simplification, motion and micromotion study, work sampling, time study, and predetermined time standards.
- P490 Independent Study in Production Management and Industrial Engineering (Cr. arr.)** Groff  
 P: P423. For production majors with a career interest in some area of production other than industrial engineering. Literature in student's special field of interest. Written report required.

### Graduate Courses

- P501 The Production Function in Business (3 cr.)** Stockton, Timms  
 Basic production and operations functions common to business firms. Identifying and defining major problem areas, developing appropriate decision processes for dealing with these problems.
- P502 Decision-Making for Production (3 cr.)** Groff, Stockton  
 P: K503, P501, or equivalents. Operating problems from standpoint of production executive. Application of analytical decision processes and the design of management control systems.
- P525 Advanced Operations Management (3 cr.)** Groff, Stockton  
 P: P502 or equivalent, K515. Analysis of complex economic problems encountered in managing operations of the firm. Use of modern analytical techniques such as operations research, management science, and industrial engineering.
- P529 Advanced Industrial Engineering (3 cr.)** Groff, Stockton  
 P: P502. For production majors with a career interest in industrial engineering. Development of skill in applying analytical techniques to complex industrial engineering problems. Comprehensive laboratory problems.
- P590 Independent Study in Production Management and Industrial Engineering (M.B.A.) (Cr. arr.)** Groff, Timms  
 P: P502. For production majors. Independent study opportunity for those having a special institutional or functional interest in some phase of operations management other than industrial engineering. Written reports required.
- P599 Thesis in Production Management and Industrial Engineering (M.B.A.) (Cr. arr.)** Staff
- P680 Independent Study in Production Management and Industrial Engineering (D.B.A.) (Cr. arr.)** Stockton  
 P: consent of student's adviser. For advanced graduate students preparing for field examinations.
- P790 Research in Production Management and Industrial Engineering (D.B.A.) (Cr. arr.)** Staff

## Real Estate Administration

### Undergraduate Courses

- R300 Principles of Real Estate (3 cr.)** Pinnell, Staff  
 P: Econ. E201-E202. Real estate divisions and operations related to location factors; reference to economic background of cities, city growth and structure, neighborhoods and districts; real estate market analysis; principal subdivisions of real estate field; managerial policies of private enterprises and government agencies.
- R305 Real Estate Practices Laboratory (2 cr.)** Pinnell, Staff  
 P or concurrent: R300. Laboratory exercises in specific and applied real estate practices, including titles, deeds, mortgages, liens, and other real estate instruments. Licensing requirements for brokers and salesmen.
- R404 Special Studies in Real Estate (2 cr.)** Bloom, Pinnell  
 P: R300 and one other real estate course. Individual study programs for advanced students, based on their interest.
- R423 Applied Urban Economics (3 cr.)** Milliman  
 P: Econ. E201-E202. Application of analytical techniques of economic theory to cities and urban problems; theory of urban growth and structure; location theory and urban relationships between households, business, and public sectors.



- R440 Real Estate Appraisals (3 cr.) Bloom  
P: R300. Techniques and methods of appraising real property. Case method combined with field investigation.
- R441 Architecture and Construction Laboratory (1 cr.) Bloom  
P or concurrent: R440. Preparation of working plans and specifications including site planning, orientation, and design. Building materials, methods, techniques, and processes.
- R443 Real Estate Administration (3 cr.) Bloom, Pinnell  
P: R300. Develops an understanding of effective techniques of real estate utilization by managers of business firms or specialists in real estate field. Selection, development, management, financing, and renewal of commercial, industrial, and residential real estate.
- R444 Real Estate Administration Laboratory (1 cr.) Bloom  
P or concurrent: R443. Techniques of real estate analysis. Management, brokerage, subdividing, construction, financing, leasing, sale-leaseback arrangement, and applied urban economics.
- R490 Undergraduate Survey of Real Estate and Land Economics (Cr. arr.) Pinnell  
P: consent of instructor.

#### Graduate Courses

- R500 Graduate Survey of Real Estate and Land Economics (3 cr.) Edwards, Pinnell  
Factors determining real estate values, techniques of real estate valuation, and principles of land utilization, development, management, marketing, and financing.
- R501 Administration of Real Estate Resources (3 cr.) Edwards, Pinnell  
P: R500 or equivalent. Problems in utilization of real estate resources by business firms. Inter-relationship between business and public decisions and policies related to the acquisition, development, use, and renewal of real property. Emerging trends in the utilization of real estate resources.
- R590 Research in Real Estate and Land Economics (M.B.A.) (Cr. arr.) Pinnell  
For students engaged in special research problems. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.
- R599 Thesis in Real Estate and Land Economics (M.B.A.) (Cr. arr.) Pinnell
- R623 Seminar in Applied Urban Economics (3 cr.) Milliman, Pinnell, Weimer  
Causes and problems of regional and urban growth. Methods of regional analysis, location theory, city growth and structure, and urban relationships between the business, household, and public sectors.
- R624 Research Seminar in Applied Urban Economics (3 cr.) Milliman  
P: R623. Each student will develop and initiate an individual research project in applied urban economics. Evaluation of research projects of other seminar members.
- R645 Real Estate Administration and Economic Growth (3 cr.) Pinnell, Weimer  
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.
- R680 Supervised Readings in Real Estate and Land Economics (Cr. arr.) Weimer  
For advanced graduate students preparing for field examinations. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.
- R790 Research in Real Estate and Land Economics (D.B.A.) (Cr. arr.) Weimer

#### Transportation and Public Utilities

##### Undergraduate Courses in Transportation

- T300 Principles of Transportation (3 cr.) Hartley, Waters, Wilson  
P: Econ. E201-E202. Private and public management of transportation resources. Development of transport institutions. Rate theory and systems of the forms of transportation. Physical distribution. Metropolitan transportation. Systems in other countries.
- T309 History of Transport and Its Control (2 cr.) Waters  
P: T300 or Econ. E201-E202 and Geog. G414. Transportation from 1800 to date. Relationship between transportation and growth in economic development here and abroad. Regulatory evolution over carriers by rail, road, pipe, and water. Current issues of control.
- T405 Traffic and Physical Distribution Management (3 cr.) Farmer  
P: T300 or Econ. E201-E202 and Geog. G414. Distribution management integrating traffic management through cooperative functions with packaging, materials handling, inventory control, and facility location. Traffic department organization, functions of carrier selection, determination of rates, classification, and routing. Preparation for American Society of Traffic and Transportation certificate examination.



- T410 Costs, Demand, and Pricing in Transport (3 cr.)** Wilson  
P: T300 or E201-E202 and Geog. G414. Nature of the cost and demand functions of railroads, truck lines, pipelines, airlines, and water carriers. Pricing problems. Measurement of company and social costs; their application to transport resources.
- T413 Transport Management: Cases and Problems (3 cr.)** Hartley, Waters  
P: T300 or Econ. E201-E202 and Geog. G414. Administrative policy and procedures of transportation companies. Internal problems, intermodal and intramodal competition, cases before administrative tribunals.
- T490 Independent Study in Transportation (Cr. arr.)** Waters

#### Graduate Courses in Transportation

- T500 Graduate Survey of Transportation (3 cr.)** Hartley, Wilson  
Not open to students with T300 or equivalent. History and economics of the various carriers—rail, motor, air, water, and pipeline. Transportation coordination, competition, and regulation.
- T505 Physical Distribution Management (3 cr.)** Hartley  
P: T500 or equivalent. Distribution management integrating traffic through cooperative functions with packaging, materials handling, inventory control, and facility location. Traffic organization, functions of carrier selection, determination of rates, classification, and routing. Business logistics.
- T507 Transportation Seminar (3 cr.)** Waters  
Territorial freight rate adjustments; motor carrier rate problems; regulation of competition among rail and motor carriers; coordination of rail and motor-carrier facilities; current administrative regulations of transportation industry.
- T590 Research in Transportation (M.B.A.) (Cr. arr.)** Staff  
For students engaged in special research problems. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.
- T599 Thesis in Transportation (M.B.A.) (Cr. arr.)** Staff
- T680 Supervised Readings in Transportation (Cr. arr.)** Waters  
P: consent of student's adviser. For advanced graduate students preparing for field examinations.
- T790 Research in Transportation (D.B.A.) (Cr. arr.)** Waters

#### Undergraduate Courses in Public Utilities

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

#### Graduate Courses in Public Utilities

- U500 Graduate Survey of Public Utilities (3 cr.)** Trebing
- U506 Problems in Public Utility Regulation (3 cr.)** Trebing  
Public policy toward the utility industries, relative roles of antitrust action, price and service regulation, and governmental planning.
- U590 Research in Public Utilities (M.B.A.) (Cr. arr.)** Staff
- U599 Thesis in Public Utilities (M.B.A.) (Cr. arr.)** Staff
- U603 Seminar in Public Utilities (Cr. arr.)** Trebing  
Current topics in public utilities. Recent administrative and judicial decisions, industry problems, the relationship of developments in economic theory to regulatory and managerial processes.
- U680 Supervised Readings in Public Utilities (Cr. arr.)** Staff
- U790 Research in Public Utilities (D.B.A.) (Cr. arr.)** Staff

### Management and Administration

#### Undergraduate Courses

- W100 Business Administration: Introduction (3-4 cr.)** Bossort, Porter, Weimer, Staff  
Business administration from standpoint of manager of a business firm operating in the contemporary economic, political, and social environment.



- W204 Business Communications (3 cr.)** Halterman, Staff  
P: 45 hours and Eng. W132. Objectives, methods, channels, media, and forms of communication in business; communication theory and practice; use of correct, forceful English in written business communication; preparation of letters, memorandum forms, reports, advertising, news stories, and publicity.
- W300 Principles of Management and Administration (3 cr.)** Bossort  
P: Econ. E201-E202. Fundamentals of administrative staff and operative management. Successful management principles and techniques for all fields of business: business objectives, policies, functions, executive leadership, organization structure and morale, operative procedures, and control procedures.
- W305 Business Data Processing (2 cr.)** Bly (Machine Records)  
P: junior standing in School of Business or consent of instructor. Training in the Hollerith (punch card) accounting and statistical equipment, and in the application of machine methods to accounting. One-hour laboratory each week.
- W306 Internship in Management and Administration (3 cr.)** Bossort  
Open to management majors with approval of Department of Management faculty. Students are placed with cooperating firms to receive on-the-job training in management. Work experience supervised by the faculty; written reports required.
- W391 Comprehensive Examination (0 cr.)** Porter, Staff  
A written examination, required during the semester of the junior year when the student completes the seven "core" courses. Satisfactory completion is a prerequisite to pursuing senior-level courses in business and economics.
- W406 Enterprise and Entrepreneurship (3 cr.)** Haeberle  
P: senior standing. For students planning to operate their own businesses. Organization, location, management, accounting, financing, production, and marketing problems are stressed.
- W407 Management of Commercial and Trade Organizations (2 cr.)** Kuntz  
P: senior standing. Prepares advanced students for work with chambers of commerce, trade associations, and other business associations and organizations.
- W410 Personal Adjustment to Business (1 cr.)** Snider, Staff  
Open to second-semester juniors and seniors of other schools. Assists graduates in obtaining positions consistent with career goals. Career planning, organized employment campaign, job application methods, interview, initial conduct on job. Prominent businessmen frequently address class. Offered first semester only.
- W413 Administrative Policy (3 cr.)** Brown, Goslin  
Administration of business organizations; policy formulation, organization, methods, and executive control.
- W490 Independent Study in Business Administrative (Cr. arr.)** Staff  
P: consent of instructor.
- W494 Herman B Wells Seminar in Leadership (3 cr.)** Mee  
Open to seniors in School of Business and selected seniors from other schools with high scholastic ability and promise of developing leadership qualities as exemplified by Herman B Wells.

#### Graduate Courses

- W500 Fundamentals of Management and Administration (3 cr.)** Brown, Goslin  
Principles of management applied to the fields of business organization and operation. Universality of management functions to all phases of business; development of a practical operating philosophy of management.
- W505 Seminar in Management Philosophy and Policy (3 cr.)** Mee, Williams  
Integrates principles and practices of scientific approach in business and social organization, gives student his own operating philosophy of management. History of management thought; current management concepts, working principles developed.
- W511 Business Administration: Fundamentals of Enterprise (3 cr.)** Staff  
Fundamentals of operation of profit-oriented firms producing goods or services in the enterprise system. Function and measurement of profit, cost-volume-profit relationships, measurement of markets, budgeting of capital, scheduling and control of operations. Tax, manpower, and financial considerations.
- W517 Methods of Business Research (3 cr.)** Staff  
Business problem solving; identification of business problems by use of appropriate procedures, tools, and techniques; development of a workable framework for business decision-making; use of statistics and economic analysis in the solution of realistic business problems.
- W518 Administrative Policy and Procedure (3 cr.)** Gordon, Waters  
Management point of view, diagnosis of executive problems, evaluation of business risks, exercise of foresight, formulation of consistent policies, and means of organization and executive control.
- W527 Case Research in Business Administration (Cr. arr.)** Spencer  
With approval of his faculty adviser, the student selects a case problem. The product of this research shall be a written study.



- W529 Behavior In Business (3 cr.) Thompson, Van Houten  
Selected concepts from the social and behavioral sciences combined into a framework relatable to basic aspects of business. Economic decisions and transactions, how people locate and develop careers in the economic system.
- W530 Theories of Organization (3 cr.) Thompson, Van Houten  
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 Business Administration (M.B.A.) (Cr. arr.) Staff  
For students engaged in special research problems. Admission arranged by chairman of student's graduate study committee or by his faculty adviser.
- W592 M.B.A. Forum (0 cr.) Oliker  
Provides administrative framework for the Graduate Lecture Series in Business, noncurricular M.B.A.-Faculty Seminars, and other noncurricular events. Required of M.B.A. candidates during each term in residence.
- W594 International Management (3 cr.) Gordon  
P: D520. Differences among ideologies, cultures, politics, economics, social values, and institutions as they relate to domestic management of overseas operations, management in overseas locations, and association with foreign managers. Case studies and research reports.
- W599 Thesis in General Business Problems (M.B.A.) (Cr. arr.) Staff
- W605 Management Thought: History and Development (3 cr.) Mee  
Identification, analysis, and synthesis of fundamental concepts of management and administration as they emerged in the environmental conditions and prevailing value system of the 19th and 20th centuries.
- W608 Seminar in Administrative Theory (3 cr.) Gordon  
Basic definitions, assumptions, and conceptual thought underlying the theoretical study of administrative organization and management, both public and private.
- W634 Business Administration: Operations (3 cr.) Staff  
Interrelationships between business operations of production, marketing, and internal financing. Market potential, long-term planning, allocation of productive capacity, discipline of financial competition, problems of growth, and related topics.
- W635 Social Science Bases of Administrative Theory (3 cr.) Thompson, Van Houten  
P: W530 or consent of instructor. Models of behavior and organization underlying various theories of administration and management, concepts in social sciences relevant to research into administrative theory.
- W636 Seminar in Social Science of Business: Selected Issues (3 cr.) Thompson, Van Houten  
Topics of current interest, uncovering social and behavioral science materials relevant to various business situations; developing implications.
- W680 Independent Study in Business Administration (D.B.A.) (Cr. arr.) Staff  
P: consent of student's adviser. For advanced graduate students preparing for field examinations.
- W790 Research in Business Administration (D.B.A.) (Cr. arr.) Staff
- W799 Thesis in Business Administration (D.B.A.) (Cr. arr.) Pinnell

## DEPARTMENT OF ECONOMICS

### (College of Arts and Sciences and Graduate School)

#### Undergraduate Courses

##### General Courses

- E201-E202 Principles of Economics I-II (3-3 cr.) Staff  
Freshmen may enroll when so advised by Junior Division counselors. Introduction to economic principles and problems. Includes economic organization, production, consumption, distribution of wealth and income, money and banking, value and the pricing process, business cycles, risk and insurance, labor problems, problems of industrial monopoly, and international economic relations.
- E208 Sophomore Seminar in Economics (2 cr.) Staff  
P: E201 with a grade of A, E202 concurrent. Group discussion of current economic problems; organized in tutorial sections limited to 12 students each.
- E300 Economic Principles (5 cr.) Staff  
A one-semester course for juniors and seniors. Essentially the same subject matter as E201-E202.



- E403 Current Economic Tendencies (2 or 3 cr.)** Staff  
Open to seniors and graduate students. Current tendencies in economic organization and theory. Changes in production, consumption, labor organization and wage theory, taxation, business organization, international economic relations, and extension of governmental direction and control of industry.
- E406 Advanced Undergraduate Seminar in Economics (2-4 cr.)** Staff  
Open to juniors and seniors by special permission, preference given to superior students. Contemporary economic problems. Organized in tutorial sections limited to 12 students each.
- E408 Undergraduate Readings in Economics (3 cr. maximum)** Staff  
P: senior standing and consent of instructor. Individual readings and research. Restricted to economics majors.
- E496 Foreign Study in Economics (3-8 cr.; once only)** Staff  
P: consent of Department Chairman. Planning of a research project during year preceding summer abroad. Time spent in research abroad must amount to at least one week for each credit hour granted. Research paper mandatory by end of semester following foreign study.

### Economic History

- E111-E112 Economic Development of Western Civilization I-II (3-3 cr.)** Kuznets, Whalen, Staff  
Origins and evolution of modern economic institutions and problems: emergence of market mechanism; origins and spread of industrial revolution; major national and world economic issues.
- E310 Modern European Economic History (3 cr.)** Batchelor  
P: E111-E112 or junior standing. Background of the Industrial Revolution prior to 1700 and major economic trends and institutions of the 18th and 19th centuries. Economic background, wartime organization, postwar reconstruction, and maladjustments of World Wars I and II.
- E412-E413 American Economic History I-II (3-3 cr.)** Batchelor  
P: E311-E312 or junior standing. Important economic trends, 1850-1941; analysis of World War I, the interwar period, and background of World War II.
- E415 Latin-American Economic Growth (3 cr.)** Bachmura  
P: E201-E202 or consent of instructor. Analyzes in historical context the process of economic growth and development in Latin-American nations at varying levels of economic attainment.

### Economic Theory and Comparative Economic Systems

- E320 Intermediate Economic Analysis (3 cr.)** Crawford  
P: E201-E202. For those with a considerable amount of work in business or economics. General economic theory: price, distribution and monopoly theories; current problems. Analysis and criticism.
- E325 Comparative Economic Systems (3 cr.)** Schweitzer  
P: E201. Essential economic features of economic systems: private capitalism in the U.S., dictatorial socialism in Russia, and democratic socialism in Great Britain.
- E420 Growth of Economic Thought (3 cr.)** Wilson  
P: E201-E202. Survey of prevailing economic thought during ancient and medieval periods; detailed study of modern economic doctrine: the mercantilists, the physiocrats, the English classicals, Karl Marx, the Austrian school, the historical economists, Alfred Marshall, Veblen, and Keynes.
- E423 National Income and Economic Fluctuations (3 cr.)** Witte  
P: E201-E202. Causes and implications of fluctuations in levels of national income; survey of problems of defining and measuring national income. Introduction to national income approach to economics as exemplified in the writings of Keynes and his contemporaries.
- E425 Problems of European Economic Integration (3 cr.)** Schweitzer  
P: E201-E202 or consent of instructor. Economic impact of modern integration movement in Western Europe. European common market, its implications for the U.S. and other nonmember countries.
- E428 A Critique of Economic Ideas (3 cr.)** Oliver  
P: graduate or senior standing, consent of instructor. Economic prognostication and extension of economic analysis in economic ethics. Major assumptions underlying proposed economic policies and implications of proposed socioeconomic goals.

### International Economics

- E430 Introduction to International Economics (3 cr.)** Gehrels  
P: E201-E202. Forces determining international trade, finance, and commercial policy under changing world conditions. Theory of international trade, monetary standards, tariff policy, and trade controls.



**Labor Economics**

- E340 Introduction to Labor Economics (3 cr.) Williams, Witney  
 P: E201-E202. Economic problems of the wage earner in modern society; structure, policies, and problems of labor organizations; employer and governmental policies affecting labor relations.
- E345 Social Security (3 cr.) Miller  
 Economic losses from unemployment, old age, sickness, and accident, and methods of insuring against them. Provisions of Social Security Act compared with provisions of foreign social insurance laws.
- E445 Practices and Problems of Collective Bargaining (3 cr.) Witney  
 P: E340. Position of the collective bargaining agreement in contemporary economy; economic, social, and legal problems involved in negotiating the agreement; its issues, administration of the collective bargaining agreement through grievance procedure and arbitration.
- E446 Public Policy in Labor Relations (3 cr.) Witney  
 P: E340 or consent of instructor. Problems resulting from legislative and judicial efforts to determine rights, duties, and responsibilities of labor unions and employers in labor relations. Development and current position of public policy in labor relations.

**Money and Banking**

- E350 Money and Banking (3 cr.) Cleveland, Orr, Wicker  
 P: E201-E202. Monetary and banking system of the U.S.; problems of money and prices, proper organization and functioning of commercial banking and Federal Reserve systems, problems of monetary standards, and credit control. Recent monetary and banking trends.
- E455 Federal Reserve Monetary Policy Since 1914 (3 cr.) Wicker  
 P: E350 or consent of instructor. Analysis, description and evaluation of monetary policies of the Federal Reserve System since 1914 and their administration. Criteria for appraising money performance.

**Public Finance**

- E360 Public Finance (3 cr.) Cauley, Kiesling, Shere  
 P: E201-E202. Introduction to government finance. Public expenditures. Kinds of revenues; public domain, fees, special assessments, and taxes. Theories and principles of taxation. Kinds of taxes. Economic effects of taxation. Public debts and budgets.

**Statistics**

- E370 Interpretation of Business and Economic Data (3 cr.) Andrews, Staff  
 Statistical data in business and economics. Methods of tabular, graphic, and numerical analysis of quantitative data and interpretation of findings. Two lecture-recitation hours and one two-hour laboratory period weekly.
- E475 Techniques in Advanced Economic and Business Statistics (3 cr.) Andrews, Stolzitz  
 P: E370 or equivalent. Basic statistics: frequency distributions, measures of central tendency, and variability. Correlation (simple, multiple, and partial), index numbers, and time series. Introduction to statistical inference and applications to correlation measures.
- E476 Statistical Theory in Economics and Business Analyses (3 cr.) Andrews, Stolzitz  
 P: E370 or equivalent. Concepts and applications of probability theory. Basic probability distributions, theory of statistical estimation, tests of hypotheses, and design of experiments. Introduction to nonparametric statistics. Applications in selected areas, such as quality control, sample surveys, and problems in operations research.

**Economics of Agriculture and Industry**

- E385 The Economics of Industry (3 cr.) Loescher  
 P: E201-E202. Empirical analysis of the structural environment and behavior of major industries in terms of locational and technological factors; economics of scale, integration, and entry conditions; substitute products, cyclical impacts, and institutional competitive practices.
- E483 The Economics of Agriculture (3 cr.) Cauley  
 The best utilization of rural resources from the standpoint of the public welfare. Conservation versus exploitation; its bearing upon the welfare of the people.
- E485 Economic and Social Control of Industry (3 cr.) Loescher  
 Development of measures for public control of economic activities in various industrial fields. Objectives, methods, and economic consequences of existing and proposed control measures.

**Economic Development; Soviet-Type Economies**

- E393 The Soviet Economy: Organization and Growth (3 cr.) Campbell  
 Prerevolutionary economic growth, changing Soviet economy, workers' control, war communism, N.E.P., over-all planning era, post-Stalin planning and reorganization, and achievements and prospects.



- E394 Economic Planning and Development in India (3 cr.) Lewis  
 P: E201-E202 or consent of instructor. Structure and recent history of Indian economy prior to 1950. The experiment in concerted, centrally directed development beginning in 1951. Planning organization and techniques; developmental strategies; rural development, industrialization, and location; roles of public and private enterprise; balance of payments and foreign aid.
- E493 (G493) Development Problems of Non-Industrialized Countries (3 cr.) Riggs, Spulber  
 P: senior standing. Factors related to economic, political, and social change in less developed countries. Problems in measurement, control, and explanation of economic development and interrelated political and administrative changes. Internal and external pressures influencing patterns of development.
- E494 Structure and Functioning of Soviet-Type Economies (3 cr.) Campbell, Spulber  
 P: E201-E202 or consent of instructor. Nature of planning. Input-output, linear programming, and balanced estimates. Centralized vs. decentralized decisions. Organizational structure of economic sectors. Labor, management, and industrial relations.

## Graduate Courses

### General Courses

- E500 Graduate Seminar (Cr. arr.) Staff  
 E800 Research in Economics (Cr. arr.) Staff  
 E808 Thesis (A.M.) (Cr. arr.) Staff  
 E809 Thesis (Ph.D.) (Cr. arr.) Staff

### Economic History

- E510 Methods of Research in Economic History (2 cr.) Batchelor  
 Development of basic historical methods of research and their application to economic and business history; relations between economic and business history; survey of leading bibliographical sources and research materials.
- E513 Problems in Economic History (3 cr.) Batchelor  
 Major trends and landmarks in the development of the modern economy; last third of course devoted to individual research papers.
- E810 Readings in Economic History (1-6 cr.) Batchelor

### Economic Theory and Comparative Economic Systems

- E520 History of Economic Theory (3 cr.) Wilson  
 Intensive study of great contributions to economic doctrine; special attention to development and influence of various schools of thought. Original sources rather than formal histories of theory emphasized.
- E522 Theory of Income and Employment (3 cr.) Witte  
 Intensive study of intermediate income theory; emphasis on construction and empirical significance of aggregative economic models of the determination of income, employment, and price level.
- E524 Theory of Prices and Markets (3 cr.) Crawford, Loescher, Witte  
 P: E201-E202 or E300. Intensive study of intermediate economic theory; emphasis upon theory of utility, pricing under various market structures, and distribution of income.
- E525-E526 Contemporary Economic Theory I-II (3-3 cr.) Oliver, Witte  
 Recent and contemporary theory. Emphasis on assumptions underlying and uses made of theory. I. Methodology, demand, cost, market structure, price. II. Income and employment.
- E527 Theory of Social Economics (3 cr.) Schweitzer  
 Max Weber's theory of social economics and the typological method. Objective is to provide a conceptual framework for the study of actual economic systems.
- E724 Seminar in Economic Theory (3-6 cr.) Staff  
 P: E525 or E526, consent of instructor. Advanced study of topics in economic theory.
- E725 Seminar in Comparative Economic Systems (3 cr.) Schweitzer  
 P: consent of instructor. Comparison of influential theories of major contemporary economic systems: private capitalism, state capitalism, Marxism, and democratic socialism.
- E823 Readings in the History of Economic Theory (1-6 cr.) Wilson  
 E824 Readings in Contemporary Economic Theory (1-6 cr.) Oliver, Witte  
 E825 Readings in Comparative Economic Systems (1-6 cr.) Schweitzer



**International Economics**

- E530 International Economics (4 cr.) Gehrels  
Evolution of international economics in relation to other branches of economics; present status of theory of international economics; significant developments since 1918; economic implications of the present role of the United States in international affairs. May follow E430.
- E533 Current Problems in International Economics (2 cr.) Gehrels  
P: E530 or consent of instructor. Current problems in international economic relations: exchange rate policy, the international monetary mechanism, customs unions, and related issues.
- E830 Readings in International Economics (1-6 cr.) Braden, Gehrels

**Labor Economics**

- E540 Labor Economics: Graduate Survey (4 cr.) Miller  
Topics include unemployment, wage theory and policy, trade unionism, collective bargaining, and industrial relations law. Open to all graduate students.
- E543 Economics of Unemployment (2 cr.) Christenson, Miller  
Extent, causes, and consequences of unemployment. Particular attention to recent theoretical literature.
- E544 Wage Theories and Wage Policies (2 cr.) Christenson  
Development of wage theory and analysis of contemporary wage theories. Determination and application of wage policy in modern industry.
- E546 Political Economy of Organized Labor (4 cr.) Christenson  
Development of collective bargaining, classification of types of trade unions, adaptation of collective bargaining to specific economic settings of various industries. Interrelation of economic and political activities.
- E547 Government Regulation of Labor Relations (3 cr.) Witney  
Role of government in labor-management relations. Specific topics: labor injunction, antitrust laws and unions, major labor relations laws with special emphasis on Taft-Hartley Act.
- E840 Readings in Labor Economics (1-6 cr.) Christenson, Miller, Witney

**Money and Banking**

- E553 Money and Prices (3 cr.) Cleveland  
Nature and functions of money; behavior of forces causing price level changes; critical evaluation of proposals for price level control.
- E554 Current Banking Problems (3 cr.) Cleveland  
Major problems of current importance in commercial and central banking; emphasis on needed and desirable changes in structure and functions of the banking system of the United States.
- E556 Business Cycle Analysis (3 cr.) Cleveland  
Nature, explanation, and causation of business cycles; development of an integrated explanation; critical evaluation of proposals for business cycle control. Survey of principal literature.
- E850 Readings in Money and Banking (1-6 cr.) Cleveland

**Public Finance**

- E560 Government Expenditure (2 cr.) Cauley, Mills  
History of government expenditures. Causes of growth and methods of control. Expenditures for emergency purposes. Theories of deficit financing. Economic consequences of spending. Government spending and the public debt.
- E563-E564 Advanced Public Finance—Federal, State, and Local I-II (3-3 cr.)  
Shere  
P: graduate standing or consent of instructor. Government finance and the economy; public debt; fiscal policy; principles and effects of taxation; coordination of federal, state, and local taxes.
- E566-E567 Problems in Advanced Public Finance—Federal, State, and Local I-II (3-3 cr.)  
Shere  
P: graduate standing or consent of instructor. Intensive study of selected subjects in public finance. Supplements E563-E564 for students specializing in this field.
- E860 Readings in Public Finance (1-6 cr.) Mills, Shere

**Statistics and Mathematical Methods**

- E570 Survey of Economic Statistics (3 cr.) Andrews  
For graduate students with no previous statistics. Rationale and methodology of statistics in analysis of economic and business data. Principal descriptive and inferential techniques and their application.



- E573 Advanced Statistical Analysis (3 cr.) Stolnitz  
 P: E476 or equivalent. Initial review of general theory of statistical inference. Sample survey designs and techniques analysis of variance, nonparametric tests, and problems of nonsampling errors.
- E574 Topics in Advanced Statistics (3 cr.) Stolnitz  
 P: E573 or equivalent. Methods and reports of original research. Topics: business cycle measurement, recent approaches to the analysis of economic time series, sampling survey problems, accuracy tests of economic data.
- E577 Quantitative Economics (3 cr.) Andrews, Gehrels, Stolnitz  
 Application of mathematical and statistical techniques in economics; introduction to quantitative concepts and basic mathematical procedures.
- E578 Mathematical Economics and Econometrics (3 cr.) Stolnitz  
 P: E577 or consent of instructor. Selected topics in mathematical economics. Econometric principles and techniques: nature, meaning, uses, and limitations of econometrics model-building in problems of economic growth, stability, and fluctuations. Problems of economic measurement.
- E870 Readings in Statistics and Mathematical Methods (1-6 cr.) Andrews, Stolnitz

#### Economics of Industry

- E787 (Law B787) Joint Seminar in Law and Economics of Business Control (2 cr.) Fuchs, Loescher  
 Topical problem in antitrust law, emphasizing the economic implications for industrial organization, e.g., Robinson-Patman Act, international cartels, corporate acquisitions, and patents.
- E880 Readings in Social Control of Industry (1-6 cr.) Loescher

#### Economic Development; Soviet-Type Economies

- E594 Allocation of Resources and Economic Growth in Soviet-Type Economies (3 cr.) Campbell, Spulber  
 P: E494 or consent of instructor. Theories of socialist pricing. Issue of rationality; vonMises and others. Lange-Lerner model. Marginalism and labor theory of value. Problem of measurement. National income. Comparison with Western economics.
- E595 Economic Development and Growth (3 cr.) Stolnitz  
 Analytical survey of significant factors affecting economic development with particular reference to low income countries. Theories of economic growth and development; analytical concepts prominent in such theories; implications for central problems of development.
- E694 Marxist Economics: Theory, Application, Critique (2 cr.) Campbell, Spulber  
 Basic concepts and tools of Marxian economics. Statics and dynamics; The Reproduction Schemes. Application to strategies of economic development. Application to income valuation. Marx and the main stream of economic thought.
- E696 Financial Problems of Development in Economically Underdeveloped Countries (3 cr.) Shere  
 In types of contexts indicated by course title: fiscal, monetary, and balance-of-payments problems; taxation and tax systems; and monetary policy.
- E793 Seminar in Planning Strategies and Techniques (3 cr.) Spulber  
 P: E494 or E495. Analysis of strategic choices and planning methods in Western macroeconomic and Soviet-type microeconomic planning. Theory and practice of planning in underdeveloped countries.
- E890 Readings in Soviet-Type Economies (1-6 cr.) Campbell, Spulber



## Faculty of the School of Business, 1965-66

- ANDERSON, TERRY J., M.B.A. (Indiana University, 1960), Visiting Instructor in Business Education and Office Management
- BATEMAN, JAMES F., Ph.D. (Tulane University of Louisiana, 1964), Assistant Professor of Business Economics and Public Policy
- BELTH, JOSEPH M., Ph.D. (University of Pennsylvania, 1961); C.L.U.; C.P.C.U.; Associate Professor of Insurance
- BLOOM, GEORGE F., D.B.A. (Indiana University, 1953), Real Estate Director, Treasurer's Office, and Associate Professor of Real Estate Administration
- BONSER, CHARLES F., M.B.A. (Indiana University, 1961), Associate Director of the Bureau of Business Research, and Faculty Lecturer
- BOSSORT, THOMAS R., JR., M.B.A. (Indiana University, 1949), Professor of Management
- BRAY, MRS. ESTHER D., A.M. (Indiana University, 1927), Assistant Professor of Business Education
- BROWN, WARREN B., Ph.D. (Carnegie Institute of Technology, 1962), Assistant Professor of Management
- CRAWFORD, T. JAMES, Ph.D. (University of Pittsburgh, 1956), Professor of Business Education
- CUMMINGS, LARRY L., D.B.A. (Indiana University, 1964), Assistant Professor of Personnel and Organization Behavior
- DAINES, ROBERT H., M.B.A. (Stanford University, 1959), Faculty Lecturer in Finance (first semester, 1965-66)
- DAVERIO, PAUL V., M.B.A. (Indiana University, 1964), Faculty Lecturer in Production Management and Industrial Engineering
- DAVID, H. DONALD, D.B.A. (Indiana University, 1959), Assistant Professor of Business Education
- DIETERLE, D. LYLE, M.S. (University of Illinois, 1931), C.P.A.; Chairman, and Professor of Accounting
- DONNELL, JOHN D., D.B.A. (Harvard University, 1965), Assistant Professor of Business Law
- DOWLING, LEO R., A.M. (Indiana University, 1943), Associate Dean of Students; Adviser to Foreign Students; Assistant Professor of Business Administration
- DVORAK, EARL A., Ed.D. (Indiana University, 1951), Associate Professor of Business Education
- EDWARDS, EDWARD E., M.S. (Indiana University, 1934), Fred T. Greene Professor of Finance
- EWERS, JOSEPH R., D.B.A. (Indiana University, 1959), Assistant to the President, and Associate Professor of Business Administration
- EYSTER, ELVIN S., Ed.D. (Indiana University, 1945), Chairman, Business Education and Office Management, and Professor of Business Administration
- FARMER, RICHARD N., Ph.D. (University of California, 1957), Associate Professor of International Business Administration
- FISCHER, GERALD C., Ph.D. (Columbia University, 1960), Acting Chairman, and Associate Professor of Finance
- FRANKLIN, JOSEPH A., B.S. (Indiana University, 1927), Vice-President, and Treasurer; Faculty Lecturer in Business Administration
- FRUMER, SAMUEL, D.B.A. (Indiana University, 1960); C.P.A.; Associate Professor of Accounting
- GALBRAITH, JAY R., M.B.A. (Indiana University, 1964), Faculty Lecturer in Production Management and Industrial Engineering
- GENTRY, JAMES A., M.B.A. (Indiana University, 1958), Faculty Lecturer in Finance (second semester, 1965-66)
- GORDON, PAUL J., Ph.D. (Syracuse University, 1958), Chairman, Management and Administration, and Professor of Management
- GOSLIN, LEWIS N., D.B.A. (University of Washington, 1964), Assistant Professor of Business Administration



- GRANBOIS, DONALD H., D.B.A. (Indiana University, 1963), Associate Professor of Marketing
- GROFF, GENE K., D.B.A. (Indiana University, 1960), Associate Professor of Business Administration
- GROSSACK, IRVIN M., Ph.D. (Columbia University, 1962), Associate Professor of Business Economics and Public Policy
- HAEBERLE, WILLIAM L., D.B.A. (Indiana University, 1952), Director of the Indiana Executive Program, and Professor of Management
- HALTERMAN, JEAN C., D.B.A. (Indiana University, 1954), Acting Chairman, and Professor of Marketing
- HARING, ALBERT, Ph.D. (Yale University, 1925), Professor of Marketing
- HARNETT, DONALD L., Ph.D. (Cornell University, 1964), Acting Chairman, and Assistant Professor of Quantitative Business Analysis
- HARTLEY, JOSEPH R., D.B.A. (Indiana University, 1957), Associate Dean of the Faculties, and Professor of Transportation
- HAWKINS, BARBARA A., M.S. (Indiana University, 1964), Visiting Instructor in Business Education and Office Management
- HAY, LEON E., Ph.D. (University of Illinois, 1954); C.P.A.; Professor of Accounting
- HAYDEN, JACK J., Ph.D. (Northwestern University, 1965), Assistant Professor of Finance
- HEDGES, J. EDWARD, Ph.D. (Johns Hopkins University, 1936); C.L.U.; C.P.C.U.; Professor of Insurance
- HEWITT, CHARLES M., D.B.A. (Indiana University, 1955), Professor of Business Law
- HOROWITZ, IRA, Ph.D. (Massachusetts Institute of Technology, 1959), Associate Professor of Business Administration
- HULBERT, JACK E., M.B.A. (Indiana University, 1961), Visiting Instructor in Business Education and Office Management
- JOHNSON, RONALD D., M.B.A. (Indiana University, 1958), Visiting Instructor in Business Education and Office Management
- KELLY, ROBERT F., D.B.A. (Harvard University, 1964), Assistant Professor of Marketing
- KOTNIK, DRAGO, Dr. Econ. Sci. (University of Ljubljana, Yugoslavia), Visiting Lecturer in Business Administration
- KUNTZ, EDWARD J., Ed.D. (Indiana University, 1956), Assistant Dean for Regional Campus Programs, and Associate Professor of Business Administration
- LEWIS, JOHN P., Ph.D. (Harvard University, 1950), Chairman, and Distinguished Service Professor of Business Economics and Public Policy
- LONG, JOHN D., D.B.A. (Indiana University, 1954); C.L.U.; C.P.C.U.; Professor of Insurance
- LUSK, HAROLD F., J.D., S.J.D. (University of Michigan, 1925, 1941), Professor Emeritus of Business Law
- MCCAMMON, BERT C., JR., D.B.A. (Indiana University, 1957), Associate Professor of Marketing
- MARTIN, DAVID D., Ph.D. (University of California, 1955), Professor of Business Economics and Public Policy
- MARTIN, E. WAINWRIGHT, JR., Ph.D. (Ohio State University, 1952), Associate Dean for Academic Affairs; Research Consultant to the Bureau of Business Research; Professor of Business Administration
- MASTERS, ROBERT E., A.M. (George Washington University, 1956), Assistant to the Dean, and Lecturer in Business Administration
- MEE, JOHN F., Ph.D. (Ohio State University, 1959), Mead Johnson Professor of Management
- MESSNER, STEPHEN D., M.B.A. (Indiana University, 1962), Research Associate in Real Estate
- METTLEN, ROBERT D., M.B.A. (Indiana University, 1960), Faculty Lecturer in Business Economics and Public Policy
- MIKESELL, R. MERRILL, M.S. (Indiana University, 1926); C.P.A.; Professor Emeritus of Accounting
- MILLER, DELBERT C., Ph.D. (University of Minnesota, 1940), Professor of Sociology and of Business Administration
- MILLIMAN, JEROME W., Ph.D. (University of California, 1956), Director of the Institute of Applied Urban Economics, and Professor of Business Administration



- MILROY, ROBERT R., Ph.D. (State University of Iowa, 1938); J.D. Indiana University, 1956); C.P.A.; Professor of Accounting
- MORRIS, MALCOLM L., D.B.A. (Indiana University, 1963), Administrative Director of the Doctor of Business Administration Program, and Assistant Professor of Business Administration
- NEHRT, LEE C., Ph.D. (Columbia University, 1962), Associate Professor of International Business Administration
- OLIKER, LOUIS R., M.S. (West Virginia University, 1960), Administrative Director of the Master of Business Administration Program, and Faculty Lecturer
- ORESCANIN, DANILO, D.B.A. (Indiana University, 1960), Assistant Professor of Business Administration
- OTTESON, SCHUYLER F., Ph.D. (Ohio State University, 1948), Chairman of the Doctor of Business Administration Program, and Professor of Marketing
- PANSCHAR, WILLIAM G., Ph.D. (Northwestern University, 1956), Chairman of the Master of Business Administration Program, and Associate Professor of Marketing
- PATTERSON, JAMES M., Ph.D. (Cornell University, 1961), Associate Professor of Marketing
- PERKINS, WILLIAM C., M.B.A. (Indiana University, 1962), Assistant Professor of Quantitative Business Analysis
- PINNELL, W. GEORGE, D.B.A. (Indiana University, 1954), Dean of the School of Business, and Professor of Business Administration
- PORTER, JOHN H., D.B.A. (Indiana University, 1956), Assistant Dean for Student Affairs, and Associate Professor of Business Administration
- PRESSLER, STANLEY A., M.B.A. (Northwestern University, 1938); C.P.A.; Professor of Accounting
- PRICKETT, ALVA L., A.M. (University of Illinois, 1918), Professor Emeritus of Accounting
- RABER, NEVIN W., A.M., A.M. in L.S. (Indiana University, 1952), Business Librarian, and Assistant Professor of Business Administration
- ROBERTSON, ROSS M., Ph.D. (University of Kansas, 1948), Director of Business History Studies, and Professor of Business Economics and Public Policy
- ROBOCK, STEFAN H., Ph.D. (Harvard University, 1948), Director, and Professor of International Business Administration
- SAUER, DONALD H., D.B.A. (Indiana University, 1959), Chairman, and Associate Professor of Finance
- SAUVAIN, HARRY C., D.C.S. (New York University, 1935), University Professor of Finance
- SCHALLER, HOWARD G., Ph.D. (Duke University, 1953), Faculty Research Coordinator, and Professor of Business Economics and Public Policy
- SCOTT, WILLIAM E., JR., Ph.D. (Purdue University, 1963), Acting Chairman, and Assistant Professor of Personnel and Organization Behavior
- SEAWELL, LLOYD V., D.B.A. (Indiana University, 1958); C.P.A.; Associate Professor of Accounting
- SHAFFER, ROBERT H., Ph.D. (New York University, 1945), Dean of Students, and Professor of Business Administration
- SILVERSTEIN, NATHAN L., Ph.D. (University of Wisconsin, 1936), Professor of Finance
- SIMMONDS, KENNETH, D.B.A. (Harvard University, 1962); Ph.D. (University of London, England, 1964), Assistant Professor of International Business Administration
- SLOANE, ARTHUR A., D.B.A. (Harvard University, 1963), Assistant Professor of Personnel and Organization Behavior
- SMITH, ALAN F., D.B.A. (University of Colorado, 1965), Assistant Professor of Business Administration
- SNIDER, J. DOUGLAS, M.B.A. (Indiana University, 1949), Director of the Bureau of Personnel Relations and Placement, and Associate Professor of Management
- SPARLING, RONALD L., M.B.A. (Indiana University, 1964), Faculty Lecturer in Transportation
- SPENCER, CHARLES H., D.B.A. (Indiana University, 1953), Professor of Accounting
- STARR, GEORGE W., M.S. (Ohio State University, 1925), Professor Emeritus of Public Utilities and Transportation
- STEPHENSON, PAUL R., M.B.A. (Ohio State University, 1963), Assistant Professor of Marketing (second semester, 1965-66)



- STOCKTON, R. STANSBURY, Ph.D. (Ohio State University, 1956), Professor of Management
- THOMPSON, JAMES D., Ph.D. (University of North Carolina, 1953), Professor of Sociology and of Business Administration
- THORELLI, HANS B., Ph.D. (University of Stockholm, 1954), Professor of Business Administration
- TIMMS, HOWARD L., D.B.A. (Indiana University, 1955), Professor of Management
- TREBING, HARRY M., Ph.D. (University of Wisconsin, 1958), Associate Professor of Public Utilities and Transportation
- TURNER, ROBERT C., Ph.D. (Ohio State University, 1937), Distinguished Service Professor of Business Economics and Public Policy
- VAN HOUTEN, DONALD R., Ph.D. (University of Pittsburgh, 1965), Assistant Professor of Business Administration
- WALDEN, ROBERT E., Ph.D. (State University of Iowa, 1938); C.P.A.; Professor of Accounting
- WALDMAN, JOSEPH M., M.B.A. (Indiana University, 1958), Visiting Instructor in Business Education and Office Management
- WALTZ, LOREN E., D.B.A. (Indiana University, 1959), Assistant Professor of Business Education and Office Management
- WATERS, LAWRENCE L., Ph.D. (University of Illinois, 1939), University Professor of Transportation and Business History
- WEIMER, ARTHUR M., Ph.D. (University of Chicago, 1934), Special Assistant to the President, and Professor of Real Estate Administration
- WELKER, ROBERT F., LL.B. (Indiana University, 1965), Faculty Lecturer in Business Law
- WELLS, HERMAN B., A.M., LL.D. (Indiana University, 1927, 1962), Chancellor of the University; President of the Indiana University Foundation; Professor of Business Administration
- WENTWORTH, JACK R., D.B.A. (Indiana University, 1959), Director of the Bureau of Business Research, and Associate Professor of Business Administration
- WILLETT, RONALD P., D.B.A. (Indiana University, 1959), Associate Professor of Marketing
- WILLIAMS, EDGAR G., D.B.A. (Indiana University, 1952), Associate Dean for Administration, and Professor of Personnel and Organization Behavior
- WILSON, GEORGE W., Ph.D. (Cornell University, 1955), Professor of Transportation; Chairman, and Professor of Economics (second semester, 1965-66)
- WYLLIE, EUGENE D., Ed.D. (Indiana University, 1961), Assistant Professor of Business Education
- YODER, WALLACE O., D.B.A. (Indiana University, 1954), Professor of Marketing

### FACULTY ASSOCIATES

- \*BEESLEY, EUGENE N., President, Eli Lilly and Company, Indianapolis, Indiana
- \*DICE, HAROLD H., Vice-President and General Manager, Allison Division, General Motors Corporation, Indianapolis, Indiana
- \*DUNN, OSCAR L., Vice-President and General Manager, Motor and Generator Division, General Electric Company, Erie, Pennsylvania
- EASTIN, MAURICE R., President, Esterline Angus Instrument Company, Inc., Indianapolis, Indiana
- \*GASKILL, WILLIAM J., Executive Vice-President, T. J. Ross & Associates, New York, New York
- LAUTHER, S. EDGAR, Executive Vice-President, Crocker Citizens National Bank, Los Angeles, California
- NEWLIN, GEORGE W., President, Irwin Management Company, Inc., Columbus, Indiana
- ORTLIEB, DAVID W., President, Mead Johnson International, Evansville, Indiana
- POWELL, GEORGE E., JR., President, Yellow Transit Freight Lines, Inc., Kansas City, Missouri
- \*SCHADE, WILLIAM C., President, Ball Brothers Company, Muncie, Indiana

\* Serving second year of two-year appointment. Others appointed for two years beginning 1965-66.



## FACULTY OF THE DEPARTMENT OF ECONOMICS

### (College of Arts and Sciences and Graduate School)

- ANDREWS, WILLIAM H., Ph.D. (University of Chicago, 1949), Professor of Economics
- BACHMURA, FRANK T., Ph.D. (University of Chicago, 1953), Associate Professor of Economics
- BATCHELOR, JOSEPH A., Ph.D. (Northwestern University, 1942), Associate Professor of Economics
- BRADEN, SAMUEL E., Ph.D. (University of Wisconsin, 1941), Vice-President, and Dean for Undergraduate Development; Professor of Economics
- CAMPBELL, ROBERT W., Ph.D. (Harvard University, 1956), Director of the Russian and East European Institute, and Professor of Economics
- CAULEY, TROY J., Ph.D. (University of Wisconsin, 1931), Professor of Economics
- CHRISTENSON, CARROLL L., Ph.D. (University of Chicago, 1931), Professor of Economics
- CLEVELAND, WILLIAM C., Ph.D. (University of Chicago, 1938), Professor of Economics
- CRAWFORD, MARY M., Ph.D. (Columbia University, 1942), Associate Professor of Economics
- DEWITT, NICHOLAS, Ph.D. (Harvard University, 1962), Associate Professor of Economics and of Government
- GEHRELS, FRANZ, Ph.D. (Stanford University, 1953), Professor of Economics
- GOMEZ, HENRY, Ph.D. (New York University, 1965), Assistant Professor of Economics
- KIESLING, HERBERT J., Ph.D. (Harvard University, 1965), Assistant Professor of Economics
- KUZNETS, PAUL W., Ph.D. (Yale University, 1964), Assistant Professor of Economics
- LOESCHER, SAMUEL M., Ph.D. (Harvard University, 1950), Associate Professor of Economics
- MILLER, TAULMAN A., Ph.D. (Yale University, 1943), Professor of Economics
- OLIVER, HENRY M., JR., Ph.D. (Duke University, 1939), Acting Chairman (first semester, 1965-66), and Professor of Economics
- ORR, LLOYD D., Ph.D. (Northwestern University, 1963), Assistant Professor of Economics
- SCHWEITZER, ARTHUR, Ph.D. (University of Basel, Switzerland, 1936), Professor of Economics
- SHERE, LOUIS, Ph.D. (Columbia University, 1932), Director of Tax Research, and Professor of Economics
- SPULBER, NICOLAS, Ph.D. (New School for Social Research, 1962), Professor of Economics
- STOLNITZ, GEORGE J., Ph.D. (Princeton University, 1952), Professor of Economics
- STURGEON, ROBERT R., M.B.A. (Harvard University, 1943), Assistant Dean of the College of Arts and Sciences, and Lecturer in Economics
- SUZUKI, ATSUSHI, Ph.D. (Purdue University, 1965), Assistant Professor of Economics
- WHALEN, EDWARD L., Ph.D. (Princeton University, 1964), Assistant Professor of Economics
- WICKER, ELMUS R., Ph.D. (Duke University, 1955), Associate Professor of Economics
- WILLIAMS, CLIFFORD G., Ph.D. (University of Virginia, 1962), Assistant Professor of Economics
- WILSON, GEORGE W., Ph.D. (Cornell University, 1955), Professor of Transportation; Chairman, and Professor of Economics (second semester, 1965-66)
- WITNEY, FRED, Ph.D. (University of Illinois, 1947), Professor of Economics
- WITTE, JAMES G., JR., Ph.D. (Indiana University, 1956), Associate Professor of Economics

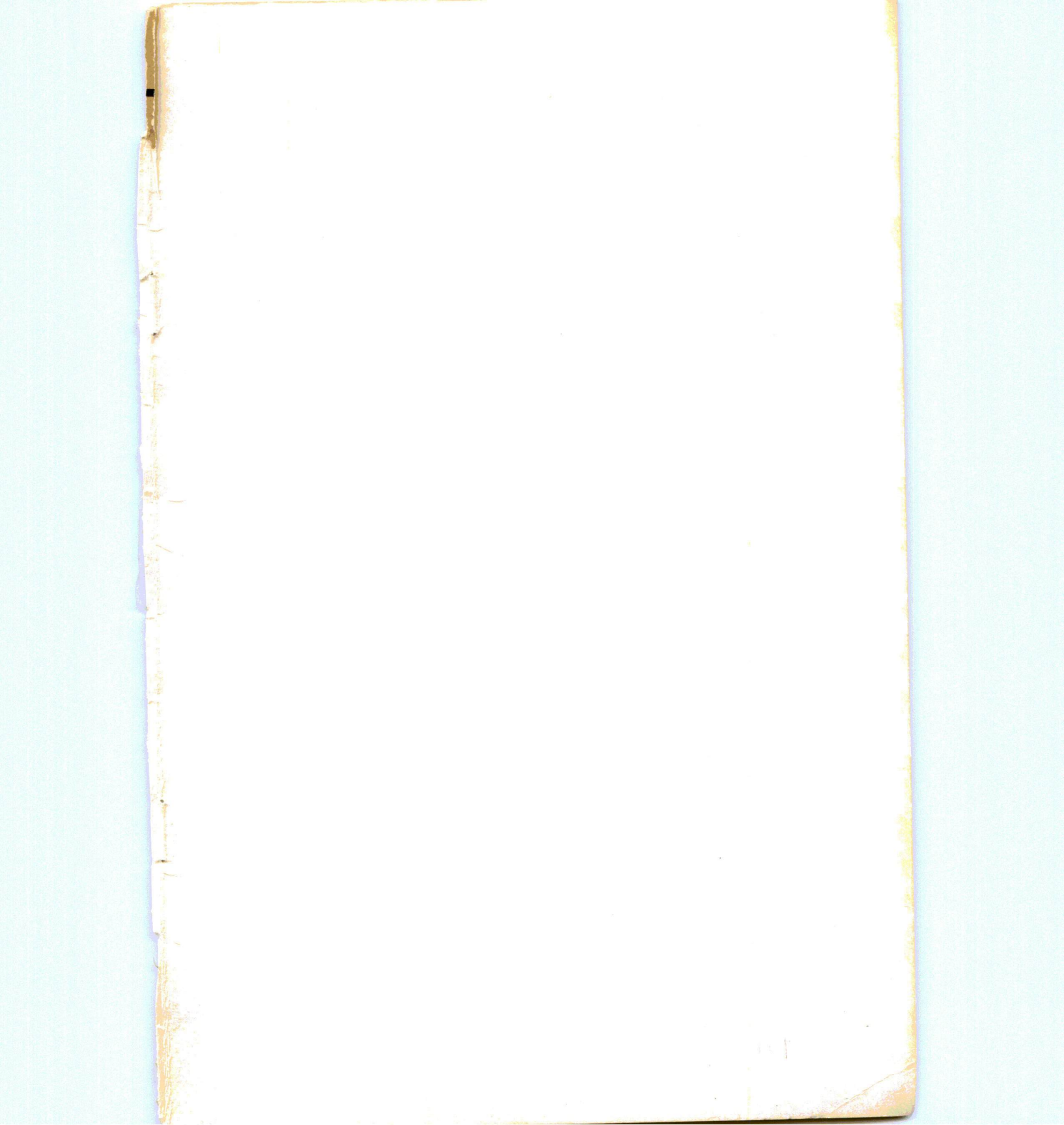
## FACULTY OF THE REGIONAL CAMPUSES

- AHLF, LLOYD R., M.S. (Indiana University, 1943); C.P.A.; Assistant Professor of Accounting, Northwest
- ANDERSON, CLAYTON W., M.S. in Ed. (Indiana University, 1950); M.B.A. (University of Chicago, 1954); C.P.A.; Instructor in Business, Northwest
- BACON, PETER W., M.B.A. (Indiana University, 1964), Resident Lecturer in Business Administration, Northwest



- BALES, JOHN E., M.B.A. (Indiana University, 1961); C.P.A.; Assistant Professor of Accounting, Fort Wayne
- CANN, KENNETH T., A.M. (Indiana University, 1960), Resident Lecturer in Economics, Southeastern
- CROOKS, EDWIN W., D.B.A. (Indiana University, 1959), Director and Assistant Dean; Professor of Business Administration, Southeastern
- DUNN, CHALMER F., M.B.A. (Indiana University, 1952); C.P.A.; Assistant Professor of Accounting, Northwest
- GREENLEAF, ROBERT W., D.B.A. (Indiana University, 1961), Assistant Professor of Business Administration, Indianapolis
- HOTOPP, ROBERT J., M.B.A. (Indiana University, 1960), Resident Lecturer in Accounting, Southeastern
- KERR, JOHN R., M.B.A. (Indiana University, 1962), Resident Lecturer in Business Administration, Indianapolis
- LONG, NEAL B., JR., Ph.D. (Indiana University, 1964), Assistant Professor of Economics, South Bend-Mishawaka
- McKEE, DAVID L., A.M. (University of New Brunswick, 1959), Resident Lecturer in Economics, Fort Wayne
- MARTELLARO, JOSEPH A., Ph.D. (University of Notre Dame, 1962), Assistant Professor of Economics, South Bend-Mishawaka
- PERSON, MRS. MARJORIE P., D.B.A. (Indiana University, 1965), Assistant Professor of Business Administration, Fort Wayne
- ROBINSON, ROBERT N., M.B.A. (Indiana University, 1948); C.P.A.; Assistant Director, and Assistant Professor of Accounting, South Bend-Mishawaka
- SINGER, LESLIE P., Ph.D. (Indiana University, 1958), Associate Professor of Economics, Northwest
- UNDERHILL, HAROLD F., Ph.D. (University of California, 1935), Associate Professor of Economics, Indianapolis
- WALES, STEPHEN H., M.B.A. (Indiana University, 1960); C.P.A.; Assistant Director, and Assistant Professor of Accounting, Eastern Indiana







INDIANA  
UNIVERSITY

