

# University of Minnesota Bulletin



1984-86

# University of Minnesota

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The Management and Economics building is located  
at 271 19th Avenue South, Minneapolis, MN 55455.

# School of Management

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A student checks current financial information in the newspaper room in Wilson Library.



The West Bank plaza provides a pleasant setting for management students.

## DIRECTORY OF DEPARTMENT OFFICES

Undergraduate Studies Office, 225 Management and Economics, 373-3701  
Professional Management Programs  
M.B.A. Program, 334 Management and Economics, 373-5505  
Executive Development Center, 334 Management and Economics, 373-3837  
Ph.D. Program, 334 Management and Economics, 373-4591  
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Labor Education Service, 437 Management and Economics, 373-3662  
Industrial Relations Reference Room, 309 Management and Economics,  
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Management Sciences (Decision Sciences, Management Information Systems,  
Operations Management, and Transportation and Logistics), 735 Management  
and Economics, 373-4364  
Marketing and Business Law, 1235 Management and Economics, 373-4406  
Strategic Management and Organization, 830 Management and Economics,  
373-4365

### Bulletin Use

The contents of this bulletin and other University bulletins, publications, or announcements are subject to change without notice. University offices can provide current information about possible changes.

### Admissions Policy

The School of Management is committed to providing equal opportunity to all who seek access to its programs, facilities, and services; establishing fair educational standards and applying them equitably in making decisions about admission and academic standing; and taking affirmative action to assure that previously underrepresented groups will be fairly represented in its programs.

### Equal Opportunity Statement

The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, religion, color, sex, national origin, handicap, age, or veteran status. In adhering to this policy, the University abides by the requirements of Title IX of the Education Amendments of 1972; by Sections 503 and 504 of the Rehabilitation Act of 1973; by Executive Order 11246, as amended; 38 U.S.C. 2012; by the Vietnam Era Veterans Readjustment Assistance Act of 1972, as amended; and by other applicable statutes and regulations relating to equality of opportunity.

Inquiries regarding compliance may be directed to Lillian H. Williams, Director, Office of Equal Opportunity and Affirmative Action, 419 Morrill Hall, University of Minnesota, 100 Church Street S.E., Minneapolis, MN 55455 (612/373-7969), or to the Director of the Office of Civil Rights, Department of Education, Washington, DC 20202, or to the Director of the Office of Federal Contract Compliance Programs, Department of Labor, Washington, DC 20210.

### Access to Student Educational Records

In accordance with regents' policy on access to student records, information about a student generally may not be released to a third party without the student's permission. The policy also permits students to review their educational records and to challenge the contents of those records.

Some student information—name, address, telephone number, dates of enrollment and enrollment termination, college and class, major, adviser, and degrees earned—is considered public or directory information. To prevent release of such information outside the University while in attendance at the University, a student must notify the records office on his or her campus.

Students are notified annually of their right to review their educational records. The regents' policy, including a directory of student records, is available for review at the information booth in Williamson Hall, Minneapolis, and at records offices on other campuses of the University. Questions may be directed to the Office of the Coordinator of Student Support Services, 260e Williamson Hall (612/373-2106).

# General Information

## History

In 1899, William Folwell, then president of the University of Minnesota, told a bankers convention that it would be "just as logical" for the University to have a school of commerce as to have a professional school of law, medicine, or engineering. During the next 20 years, courses in business areas were taught in increasing numbers by the economics faculty. This continued until 1919, when, as a "logical" next step, the Board of Regents established the School of Business Administration. The following year the new school became one of the first in the nation to be accredited by the American Assembly of Collegiate Schools of Business (AACSB). Initially, a baccalaureate degree and a master of science (M.S.) degree, principally in economics, were offered. From the start, the undergraduate curriculum called for two years of liberal education followed by two years of professional education.

The master of business administration (M.B.A.) degree was first authorized in 1935 and the doctor of philosophy (Ph.D.) degree in 1948. These programs were both immediately accredited when the AACSB began evaluating graduate programs in 1963. A separate master's program in industrial relations was established in 1956 and was followed by a Ph.D. program in industrial relations less than 10 years later. In 1960, the evening M.B.A. program was begun, making it possible for business professionals to combine a full-time job with advanced study in the field. In 1978, the college established a master of business taxation (M.B.T.) program in conjunction with Continuing Education and Extension.

In 1961, the Board of Regents recognized the growth of graduate study in business by establishing the Graduate School of Business Administration. The College of Business Administration thus became the College and Graduate School of Business Administration. In May 1981, the University of Minnesota Board of Regents voted to change the name to the School of Management to better reflect the broader role this institution now has in the state and nation.

As part of a large University located in a major metropolitan area, the school is well situated for teaching and research in business and management. The faculty and students have ready access to other University units, a progressive business community, and the state capital. Businesses and other organizations in the area provide opportunities for students to gain practical business and research experience. Leaders of business and other organizations throughout the state are selected by the dean of the school to sit on the Board of Overseers and other advisory committees, thus making their expertise available to the school.

## Objectives

The primary mission of the School of Management is to improve the economy of the state and nation. The school does this by helping business firms, labor unions, government and nonprofit agencies improve their management. To accomplish this, the school offers educational programs, conducts research, and provides service activities that focus on issues of management and its related professions, and on associated questions of public policy.

The bachelor of science in business, with both regular and accounting programs, is the first step in the continuum of business education offered by the school. The specific objectives of the undergraduate programs are:

- to provide a liberal education with a concentration in management;
- to orient students to the functional and environmental aspects of business enterprise and to equip them with basic administrative skills; and
- to prepare graduates to enter careers in business and administration as well as the not-for-profit sector: education, arts and social services, and government.

The graduate programs offered for the master of business administration, master of arts in industrial relations, and master of business taxation degrees are designed to provide advanced professional training. The school also offers doctor of philosophy degrees in business administration and in industrial relations as well as extensive noncredit programs for managers through its Executive Development Center.

## Professional Education Programs

The School of Management offers a number of nondegree programs designed to keep practitioners abreast of new information and trends as well as to broaden their educational experience for assuming new responsibilities.

**Employer Education Service** (430 Management and Economics)—A division of the Industrial Relations Center, this unit provides professional education and resource center opportunities to employers, focusing on personnel administration, industrial relations, human resource management, and supervision topics at both line and staff levels. For more information, call 612/373-5391.

**Labor Education Service** (437 Management and Economics)—A division of the Industrial Relations Center, this unit conducts conferences, institutes, and short courses for labor union representatives; produces videotapes for documentary and classroom use; and publishes reports. For more information, call 612/373-3662.

**Executive Development Center** (334 Management and Economics)—This center offers a variety of noncredit professional development programs for practitioners in both business and nonprofit organizations. These include:

- Minnesota Executive Program*: a six-week residential program dealing with corporate strategy for senior executives.
- Minnesota Management Institute*: a four-week residential management program aimed at people in operating management positions and focusing on operational, behavioral, and functional management skills.
- Minnesota Management Academy*: a nine-day residential program aimed at managers in the early stages of their careers that focuses on the essentials of management and interpersonal skills.
- Specialty Programs*: a number of seminars from one to eight days that present an in-depth study of a specific functional area of management (e.g., information systems, finance, manufacturing management) or address the professional/skill needs of specialists such as controllers, manufacturing managers, management information systems executives, and others.

## Research Centers

**Accounting Research Center** (645 Management and Economics)—This center was established in 1979 to coordinate the efforts of the Department of Accounting to contribute to accounting knowledge through research. It encourages significant research in accounting; acts as a vehicle for funding accounting research by members of the business community; and also offers continuing professional education programs to disseminate accounting knowledge to practitioners.

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**Industrial Relations Center** (537 Management and Economics)—This center conducts research projects on such topics as human resources and labor markets, organized labor and collective bargaining, organization theory and behavior, and personnel administration. Reprint and working paper series, both available through the center, report on research projects and results. Service activities include providing speakers and consultants; organizing professional and public service meetings; and planning, participating in, and directing conferences.

See also the Employer Education Center, the Labor Education Center, and the Industrial Relations Reference Room.

**Management Information Systems Research Center** (93 Blegen Hall)—This center, founded in 1968, is the focus of research efforts in management information systems (MIS). It is supported cooperatively by a number of large companies headquartered in Minneapolis/St. Paul, the University of Minnesota, and research funds from federal, state, and private contracts.

The center is committed to educating and developing management information systems professionals and teachers; conducting research addressing the managerial usage of computers in organizations today and in the future; and promoting interaction among MIS professionals, academicians, and students.

Research is conducted in four major areas—experimental, organizational, applications, and technical. Information about research efforts, working papers, and technical reports is available upon request from the department.

The center also publishes the *MIS Quarterly*, which is distributed internationally to MIS professional and academic communities.

**Operations Management Center** (735 Management and Economics)—This center was founded in 1982 to further accelerate the interaction between the Twin Cities business community and the Operations Management program. The center is one of the few in the country and it effectively brings together senior executives from 10 service and manufacturing companies with faculty and students. The center sponsors research programs on leading-edge problems affecting the operations management profession. These research programs include studies on quality management, technological innovation, operations strategy, people in operations, white collar productivity, and materials management. The Operations Management Center also sponsors roundtable discussions and an annual conference on issues of current interest.

**Strategic Management Research Center** (832 Management and Economics)—The Strategic Management Research Center is a joint venture of the School of Management, the Humphrey Institute of Public Affairs, and the Department of Agricultural and Applied Economics. The purpose of the center is to address strategic managerial problems faced by the general manager in public and private organizations, domestically and internationally. The research agenda for the center focuses on the management of innovation and addresses problems of (1) mergers, acquisitions, and consolidations; (2) organizational productivity and effectiveness; (3) new business startups; and (4) international management.

In addition to programmatic research in these areas, a major thrust of the center is to create an intellectually stimulating community that fosters learning and research among faculty, students, and managers. This is accomplished through (1) a weekly Strategic Management Colloquium in which leading scholars from throughout the country as well as University faculty and students present their latest thinking and research; (2) Executive Breakfast Roundtable Discussions in which small groups of executives have opportunities for stimulating discussions with some of the colloquium speakers; (3) a Discussion Paper Series in which new theories and research by faculty and associates of the center are disseminated to a network of other scholars and practitioners throughout the world for review and comment; (4) several orientation sessions for faculty and students to meet with general managers in selected organizations to become aware of strategic management

problems and to explore common interests and areas of study; and (5) the provision of "seed money" to faculty and doctoral students to initiate novel research on embryonic ideas that address the key issues of the center's research agenda.

## Service Centers

**Career Planning and Placement** (260 Management and Economics)—The college maintains a Career Planning and Placement Office for its students and alumni. Career literature, information on many companies throughout the United States, and career planning services are available at the office. As a senior or graduate student, you may interview with representatives of several hundred companies that come to the University during the recruiting season and also have access to job listings of hundreds of additional companies. You may seek part-time work, summer employment, and internships through the Career Planning and Placement Office.

Inquiries about employment should be addressed to the Director of Placement, School of Management, 260 Management and Economics, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455.

**Computer and Technical Services** (90 Blegen Hall)—Three computers are available for use by students and faculty members of the school. The West Bank Computer Center provides high speed remote access to the University's CDC CYBER 845 and Cray 1 research and teaching computer complex. Additional medium speed remote job entry stations to the CYBER 845 are also available. Nearby time-sharing laboratory provides access to the University's 360-port CDC CYBER 174 educational system. A microcomputer lab equipped with IBM, Apple, Xerox, and Zenith computers is nearby. Numerous mini and micro computers on campus are also available for special projects. Other computer centers on campus provide access to IBM 4341 and VAX 11/780 machines.

Through the University Computer Center, services such as plotting, microfilming, and use of extensive software libraries are available.

Keypunch services are available for students, administrators, faculty members, and researchers in 86 Management and Economics.

**Industrial Relations Reference Room** (309 Management and Economics)—A division of the Industrial Relations Center, this specialized resource and reference library maintains a unique collection of materials not duplicated in other libraries of the University and serves students and faculty members as well as business, government, and labor publics.

**O. Meredith Wilson Library**—Books that are added to the business collection are interfiled with books on other subjects in the main collection of Wilson Library. The card catalog on the first floor of the library can be consulted for a complete listing of University-owned books dealing with business subjects.

All periodicals are kept in the Periodicals Room in the basement. Some newspaper and periodical indexes of interest to business students can also be found in the Reference Room on the first floor.

Census publications and publications by government agencies (e.g., Small Business Administration, Department of Commerce, Federal Reserve Board, Securities and Exchange Commission) are kept in the Government Publications Library on the fourth floor. Indexes, bibliographies, and reference assistance are also available there.

Students beginning research on business subjects will want to start in the Business Reference Service on the second floor of Wilson Library. Its collection includes reference materials, tax and investment advisory services, periodical indexes, pamphlets, and a large collection of corporate annual reports. Many 10-K reports, which publicly held corporations are required to file with the Securities and Exchange Commission, are on microfiche. Several microfiche readers are available. Reference help is available, and patrons will be referred to other collections if appropriate.

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The Deloitte Haskins and Sells Tax Research Room is adjacent to the Business Reference Service. It contains reference materials on tax services, tax cases, revenue rulings, and tax proceedings.

Tours of the business reference collection or of Wilson Library are available upon request.

## Special Programs

**University Advance**—Sponsored jointly by the School of Management, the Institute of Technology, and the Twin Cities business community, University Advance is designed to help minority students in grades 8-12 develop confidence, ability, and interest in management, engineering, and science. Precollege activities include special programs and tutorial assistance in language arts, mathematics, and science, and career seminars on opportunities in business and engineering. For information on the program, contact the Undergraduate Studies Office, 225 Management and Economics (612/373-3701) in the School of Management or the Minority Affairs Office, 7 Lind Hall (612/373-2673) in the Institute of Technology.

**Honors Program**—Special opportunities for high ability students are available through honors sections of School of Management classes, independent study projects, and through the school's Honors Association. In addition to merit scholarships available to students performing high ability work, the school recognizes superior achievement through awards and distinctions announced at commencement ceremonies each year. Students interested in honors opportunities should contact the Undergraduate Studies Office, 225 Management and Economics.

**Study Abroad**—The School of Management encourages students to broaden their educational experience by participating in foreign study programs. Information about a variety of foreign study opportunities is available through the University's International Study and Travel Center, 44 Coffman Memorial Union (612/373-0180). The school co-sponsors the "Cooperative Japanese Business and Society Program" at Seikei University in Tokyo. Students interested in earning credits through study abroad programs should begin planning as early as possible. More information can be obtained from the Undergraduate Studies Office, 225 Management and Economics.

## Student Organizations

As a student in the School of Management, you may find opportunity for valuable experience and personal growth through participation in University activities outside the classroom. Within the school a variety of student groups may appeal to your specialized professional interests. You are encouraged to take an active part in these group activities.

**Business Board**—This organization represents the undergraduate student body in the School of Management. The Business Board channels student opinion into administrative and faculty decisions. Its members serve on various school committees, co-sponsor Business Week with the MBA Association, and plan other student activities. All undergraduate students registered in the School of Management are urged to inquire in the Undergraduate Studies Office, 225 Management and Economics, about information regarding procedures for nomination and election to the board.

Other student organizations within the school work closely with the Business Board to coordinate and promote their common interests. These organizations may be contacted through the Undergraduate Studies Office.

**AIIESEC**—The International Association of Students in Economics and Management is one of the largest nonprofit student organizations in the world. AIIESEC specializes in the

international exchange of students for internships in business. Students develop their communication, marketing, and management skills while interacting with the business community and are eligible for internships with corporations in 60 foreign countries. The AIESEC office is located in 235 Coffman Memorial Union (612/376-8745) and interested students are always welcome.

**Alpha Kappa Psi**—A national professional business fraternity, this coeducational group brings together students with a common interest in business for scholastic and social activities. This chapter has been active on campus since 1922. Prominent men and women in business are featured at the meetings throughout the year. Tours, seminars, and opportunities for participation in community service projects are available. Meetings are held on Monday nights at the chapter house, 1116 5th Street S.E., Minneapolis. Visitors are always welcome.

**Beta Alpha Psi**—This national professional organization comprised of honor students concentrating in accounting encourages interaction among students, faculty, alumni, and area business people by sponsoring speakers from all areas of accounting; professional tours of CPA firms, industry, and government; recreational sports teams; tutors for students in accounting; and seminars for information on the CPA exam.

**Business Association of Minorities**—This multi-ethnic organization is designed to foster a sharing of ideas and concerns among people interested in pursuing the field of business administration. While emphasizing the minority perspective and seeking to objectively view the corporate world at large, members are actively involved in various campus and community activities. The association encourages undergraduate and graduate membership.

**Delta Sigma Pi**—All students majoring in the fields of business administration and economics may share their similar interests by joining this professional coeducational business fraternity. The group sponsors professional dinners and tours, community service projects, and many athletic, scholastic, and social activities. Meetings are held on Monday nights in the Management and Economics building.

**Honors Association**—Designed to provide recognition and opportunities for high-achieving students, the Honors Association sponsors programs and activities to foster the interaction of students with faculty, prominent community leaders, and fellow high-ability students. Students with grade point averages of 3.50 and above are encouraged to apply for membership by contacting the Undergraduate Studies Office, 225 Management and Economics.

**Iota Rho Chi**—Graduate students in industrial relations are represented by this professional organization. The purpose of the group is to promote advanced study, active research, and exchange of knowledge in the field. Regularly scheduled meetings are held at which various practitioners discuss industrial relations concerns.

**MBA Association**—Serving primarily graduate students and graduate alumni, the MBA Association provides informal learning experiences for the developing business professional and promotes interaction on a regular basis between the graduate students and faculty members in the School of Management and the business community.

**Phi Delta—Minnesota Women in Management**—Students interested in business administration, business education, or economics, or pursuing a business sequence in University College are invited to join this professional business sorority. Each quarter the group sponsors varied activities with a professional focus (speakers, panels), and members collaborate on service projects and social events as well.

**Society for the Advancement of Management**—A student chapter at the University is affiliated with this nationwide professional management organization. The chapter promotes the study of scientific management and its economic, social, and psychological

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implications. The chapter sponsors speakers on various management topics, tours of local businesses, and service projects outside the University.

**Student Accounting Association**—The Student Accounting Association provides an opportunity for students to become acquainted with accounting faculty members and area business representatives. Speakers inform students of opportunities in public and private accounting; career fairs and tours of CPA firms give students the opportunity to meet professionals and ask questions on an informal basis.

**The 10-K Review**—*The 10-K Review* is a quarterly magazine published by students in the School of Management. It serves as a source of information on the requirements, activities, and people in the school, and also provides perspectives on issues that affect business and nonprofit organizations. Students who participate gain practical experience that strengthens their communication, marketing, and organizational skills. *The 10-K Review* welcomes the involvement of students who wish to share their ideas and time.

**University of Minnesota Marketing Association**—This student chapter of the American Marketing Association provides an opportunity for students to increase their knowledge of marketing and to interact with other students, faculty members, and business professionals through speaker presentations, seminars, and corporate tours.

## Expenses

For information on current tuition, fees, and estimated total expenses, consult the quarterly *Class Schedule* or the annual *General Information Bulletin*.

## Financial Aid

In general, application forms for financial aid are available from the Office of Student Financial Aid, 210 Fraser Hall, University of Minnesota, 106 Pleasant Street S.E., Minneapolis, MN 55455. Applications must be submitted early in the calendar year, so that the Student Employment Requisition is received by the Office of Student Financial Aid by the third week in April.

**Loans**—All of the loan funds described below are designed for School of Management students and the application process is initiated in the Office of Student Financial Aid.

*Roy and Gladys Blakey Fund*—For outstanding graduate students in public administration, especially with an interest in fiscal policy, and political economy; outstanding caliber seniors and juniors in the same fields; and outstanding students in related social science fields. Established by Roy G. Blakey, professor emeritus of the school, and his wife.

*Paul R. Doelz Emergency Loan Fund*—A short-term loan for undergraduate and graduate School of Management students with emergency needs.

*F. D. Lindquist Loan Fund*—For School of Management students needing financial assistance.

*Minneapolis Advertising Club Loan Fund*—For students specializing in advertising in the School of Management, the School of Journalism and Mass Communication, or University College.

*Minneapolis Association of Sales Managers Loan Fund*—For School of Management students, with preference given to those with an interest in selling, merchandising, retailing, advertising, and foreign trade.

*Minneapolis Women's Advertising Club Loan Fund*—For senior women students in the School of Management.

*George Russell Loan Fund*—For undergraduate and graduate School of Management students with serious financial problems.

**Undergraduate Scholarships**—Several scholarships are available for School of Management students. Some are designated as need-based and are administered through the Office of Student Financial Aid; those designated as merit-based are available through the Undergraduate Studies Office, 225 Management and Economics, or through various departments.

To provide financial support for talented minority students seeking baccalaureate degrees in business and accounting, the school has established the *Minority Business Scholarship* program. Scholarships covering the cost of tuition are awarded to selected pre-management students entering the College of Liberal Arts' Martin Luther King Program and to promising minority students admitted to the School of Management. Applications and information about the program can be obtained from the Martin Luther King advising office, 19 Johnston Hall (612/373-9739) or from the School of Management Undergraduate Studies Office, 225 Management and Economics (612/373-3701).

The following scholarships require verification of financial need and are administered through the Office of Student Financial Aid:

*Evar T. Cedarleaf Memorial Scholarship in Business Administration*—For a School of Management student, preferably interested in insurance and surety bond underwriting.

*Delores Rude LaBisnoneire Scholarship*—For women in business management, economics, or insurance.

*Blodwen Lloyd Scholarship*—For women in business management or education.

*Phi Delta Scholarship*—For a woman majoring in business management, business education, or economics.

*Pillsbury Company Scholarship in Accounting*—For undergraduate students majoring in accounting who show scholarship and promise and whose educational opportunities will be improved by a reduction in financial need.

Information and application forms for the following scholarships may be obtained in the Undergraduate Studies Office, 225 Management and Economics. Applications are accepted beginning February 15 each year. Preference is given to students with a grade point average of at least 3.00. The amount of these awards is \$500-\$1,000.

*Nettie G. Adamek Scholarship*—For a woman in the School of Management.

*Carl H. Fritze Scholarship in Transportation*—For an undergraduate student in the School of Management whose primary area of study and/or career interest is in transportation.

*Holden Graphic Arts Scholarship*—For a School of Management student whose interest is in business management in a manufacturing industry and, whenever possible, whose interest is in printing and graphic arts.

*W. J. Madden College of Business Scholarship*—For a School of Management undergraduate interested in management.

*Maurice L. Rothschild Scholarship*—For a School of Management student with a strong interest in merchandising or for other School of Management students regardless of program.

The following scholarships are offered by academic departments in the School of Management:

*Accounting Scholarships*—The Department of Accounting, 645 Management and Economics, annually awards numerous scholarships to undergraduate accounting majors. Awards are based on scholarship, merit, and letters of recommendation from senior accounting faculty members. Sponsoring firms and individuals are: *Alexander Grant and Company, Arthur Andersen and Co., Cargill, Inc., John B. Clark, Coopers and Lybrand, Deloitte Haskins and Sells, Fox and Company, Robert Half Personnel Agencies of Minnesota, Inc., Honeywell, Inc., Larson, Allen, Weishair and Co., Laventhol and Horwath, Main Hurdman, McGladrey, Hendrickson and Pullen, Peat, Marwick, Mitchell and Co., C. E. Tranter, Arthur Young and Company.*

*Sander D. Genis Award*—Awarded to a student whose focus is preferably in collective bargaining and labor relations. Contact the Department of Industrial Relations, 537 Management and Economics, for more information.

*Frank B. Hall and Company Scholarship*—Awarded to an undergraduate student with a career interest in insurance, risk management, or a related field. Contact the Department of Finance and Insurance, 837 Management and Economics, for more information.

*Minnesota 1752 Club Scholarship*—For an undergraduate student who has expressed a career interest in risk management or insurance. Contact the Department of Finance and Insurance, 837 Management and Economics, for more information.

In addition to the above scholarships, the School of Management Undergraduate Studies Office occasionally announces one-time-only scholarships. Such scholarships are advertised in 225 Management and Economics, where information and application forms for them may be obtained.

**Graduate Fellowships and Scholarships**—The Application for Financial Aid form for graduate student financial aid in the M.A.I.R. and Ph.D. programs may be obtained from the Graduate School, 307 Johnston Hall, University of Minnesota, 101 Pleasant Street

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S.E., Minneapolis, MN 55455. In the M.B.A. program, request for financial aid is made on the application form available from the M.B.A. program, 334 Management and Economics. Unless otherwise noted, the application deadline for the fellowships and scholarships listed below is February 15.

*Arthur Andersen and Co. Fellowship*—Awarded to a graduate student in accounting. Amount is \$500.

*Chevron Fellowship*—For an M.B.A. student with an emphasis in management information systems. Award is for tuition, fees, and a stipend.

*Dow Chemical Fellowship*—For an M.B.A. student.

*Ernst and Whinney Fellowships*—Awarded to a graduate student in accounting. Amount is \$1,200.

*General Mills Fellowship*—Awarded to an M.B.A. specialist in accounting. Amount is \$1,000.

*Sander D. Genis Scholarship Award*—Awarded to a graduate student in industrial relations or an undergraduate student who is focusing on collective bargaining and is interested in a career in the labor movement.

*Paul Goldsborough, Jr., Fellowship*—Awarded to a graduate student. Amount varies depending upon endowment income.

*Graduate School of Management Corporate Fellowships*—Annual awards of \$3,000 for master's students and \$5,000 for doctoral students are supported by the business community through the Business and Technology Program.

*Ernest Heilman Award*—A \$1,000 scholarship is awarded as the Outstanding Teacher Award. The recipient must be a Ph.D. student in accounting.

*Walter E. Heller Fellowship*—Walter E. Heller and Company of Chicago, Illinois, makes available an annual fellowship of \$1,000 to a master of business administration student.

*Herbert G. Heneman, Jr., Fellowship*—Awarded to a graduate student in industrial relations.

*Honeywell, Inc. Fellowships*—Awarded to several M.B.A. students with undergraduate degrees in engineering and technology.

*IBM Fellowship*—For a Ph.D. student in management information systems.

*Minnesota Mining and Manufacturing Fellowship*—For a graduate student in finance. Amount is \$3,500.

*Philip Morris Scholarship in Industrial Relations*—Awarded to a master's student in industrial relations.

*Carl Nelson Doctoral Award*—Awarded to a Ph.D. student in accounting. Amount is \$1,000.

*Pillsbury Foundation Fellowship Grant*—Awarded to an accounting or a finance graduate student. Amount is \$1,000.

*Price Waterhouse Scholarship*—Awarded to a graduate student in accounting. Amount is \$1,000.

*Justin A. Rosenblatt Fellowship*—Awarded annually to a graduate student in business administration. Amount is \$1,200.

*St. Paul Companies Fellowship*—For a graduate student concentrating in risk management and insurance. Amount is \$2,000.

*Sohio Fellowships*—Awarded to several M.B.A. students with undergraduate degrees in engineering or technology.

*J. Mearl Sweitzer (Wausau Insurance Companies) Scholarship*—For an M.B.A. student concentrating in risk management and insurance. Amount is \$5,000.

*Union Carbide Scholarship in Industrial Relations*—Awarded to a master's student in industrial relations.

*Roland S. Vaile Fellowship in Business*—Awarded to a graduate student interested primarily in marketing. Amount varies depending upon endowment income.



After class, students meet to review notes.

# Degree Programs

## BACCALAUREATE PROGRAMS

The School of Management offers two programs of study leading to the bachelor of science in business (B.S.B.) degree—Regular and Accounting.

### Admission Requirements

Students are considered for admission to the undergraduate curricula of the School of Management after satisfactory completion of a pre-management program. Pre-management course work (completed in the freshman and sophomore years) may be taken at the University of Minnesota, Twin Cities; at the University of Minnesota, Morris; at the University of Minnesota, Duluth; at any state community college; or at any accredited institution offering a comparable program.

Undergraduates are admitted to the School of Management twice a year. Application deadlines are July 15 for fall quarter and January 15 for spring quarter. Because of resource constraints, the School of Management establishes enrollment limits. Admission is based on completion of the pre-management requirements and on grade point average earned in all course work and in specific management-related "tool" courses in accounting, economics, mathematics, and statistics.

To be considered for admission, you must have met the following requirements:

1. Completed or have in progress course work to total 80 credits by the time of admission.
2. Completed the following management "tool" courses on an A-N grading basis by the time you enter the School of Management (with no more than two tool courses in progress when you apply): Principles of Financial Accounting I and II (Acct 1024 and 1025); Principles of Macroeconomics, Microeconomics (Econ 1001 and 1002); Elementary Managerial Statistics (DSci 1050, formerly QA 1050); Finite Mathematics (Math 1131); and Calculus (Math 1142 or 1211).
3. Earned a minimum grade point average of 2.70 for the regular program, 2.80 for the accounting program in all transferable credits. Space permitting, students with a 2.50 overall average may be considered for admission to the regular program. Grades in the tool courses (listed in #2 above) must average 2.50 for the regular program, 2.80 for the accounting program. *Note:* The school accepts only the first passing grade (D or better) in calculating grade point averages.
4. Completed the PRE-MANAGEMENT REQUIREMENTS as listed below. Equivalent courses taken at other institutions (upon evaluation) may be substituted for required University courses. You may apply lacking a total of five pre-management courses. Any tool courses in progress at the time of application are included in this total.

The pre-management program includes prerequisites for School of Management courses as well as course work required to fulfill the liberal education distribution requirements established by the University. Generally, all credits earned in liberal education courses may be applied toward the B.S.B. degree, except that the School of Management accepts a maximum of 12 credits of physical education and only the credits earned in the first introductory course in statistics (e.g., DSci 1050) toward the degree. You are advised to consult the Undergraduate Studies Office, 225 Management and Economics, about acceptance of such courses.

**PRE-MANAGEMENT REQUIREMENTS**

NOTE: The following course titles and numbers represent specific University courses, but equivalent courses taken at other institutions (upon evaluation) may be substituted. (Courses in italics also fulfill the University's College of Liberal Arts (CLA) group distribution requirements. The courses may fulfill a CLA group other than the School of Management group in which they are listed. Please refer to the current *CLA Bulletin* for further information.) One course cannot be used to fulfill more than one requirement.

**GROUP A: COMMUNICATION, LANGUAGE, AND SYMBOLIC SYSTEMS—19-24 credits**

**1. Composition—5-9 credits**

Comp 1011—Writing Practice I (A-N grading required) or exemption  
 Comp 1027—Intermediate Composition (S-N grading allowed; A-N grading recommended) required of all B.S.B.-Accounting applicants

**2. Mathematics—10 credits (A-N grading required)**

Select one of the following options:  
 a. Math 1131—Finite Mathematics and Math 1142—Short Calculus  
 b. Math 1131—Finite Mathematics and Math 1211—Calculus I  
 c. Math 1211, 1221, 1231, plus a programing course  
 NOTE: Math 1111 is a prerequisite for Math 1131, 1142, and 1211

**3. Symbolic Systems—4-5 credits (A-N grading required)**

Logic and symbolic logic courses recommended  
 Computer Science 3101, 3102, 3103, 3104  
 Linguistics 1001, 1005, 3001, 3111  
 Mathematics 1221, 3161, 5200, 5300, 5600, 5910  
 Philosophy 1001, 3105, 3201, 3202, 3231, 5037, 5101, 5105, 5201, 5202, 5231, 5601, 5602, 5611  
 Statistics 5021, 5101

**GROUP B: PHYSICAL AND BIOLOGICAL SCIENCES—9 credits**

**1. One laboratory science course—5 credits**

Astronomy 1011 and 1015, 1021 and 1025  
 Biology 1009, 1009H, 1011, 1011H, 1103, 1106, 3011, 3012  
 Chemistry 1001, 1002, 1003, 1004, 1005, 1031, 1032  
 Geology 1001, 1002, 1111  
 Microbiology 3103  
 Natural Science and Technology 3011  
 Physics 1001 and 1005, 1041 and 1045, 1042 and 1046, 1061 and 1065, 1071 and 1075, 1104 and 1107, 1105 and 1108, 1106 and 1109, 1271 and 1275, 1281 and 1285, 1291 and 1295, 3801, 5091

**2. History or application of science—4 credits**

Biology 1008, 1101, 1102, 1105, 1108, 3051  
 Botany 1012  
 Ecology and Behavioral Biology 3001  
 Genetics and Cell Biology 3002  
 Geology and Geophysics 1005, 1007  
 History of Science and Technology 1711, 1712, 1713, 1811, 1812, 1813, 3201, 3202, 3203, 3711, 3712, 3713, 3811, 3812, 3813, 3825, 5812, 5925  
 Mechanical Engineering 5402, 5403  
 Social Science 3402, 5402, 5403

**GROUP C: THE INDIVIDUAL AND SOCIETY—13 credits**

**1. Psy 1001-General Psychology—5 credits (A-N grading required)**

**2. Two additional courses—8 credits**

Afro-American Studies 1015, 1021, 1022, 1025, 1036, 1441, 1442, 3001, 3002, 3003, 3011, 3013, 3061, 3062, 3072, 3075, 3076, 3081, 3082, 3091, 3092, 3098, 3340, 3401, 3501, 5001, 5002, 5072, 5101, 5102, 5103, 5401, 5402, 5701  
 American Indian Studies 1771, 3026, 3036, 3111, 3112, 3121, 3131, 3151, 3152, 3161, 3211, 5048, 5322, 5332, 5341, 5411, 5422, 5423  
 American Studies—all courses except 1920, 3301, 3302, 3303, 3920, 3970, 5920  
 Ancient Near Eastern and Jewish Studies 3117, 3501, 3502, 3505, 5501, 5502, 5505  
 Anthropology 1101, 1102, 1115, 3011, 3013, 3101, 3131, 3211, 3221, 3222, 3223, 3241, 3251, 3261, 3281, 3291, 3292, 3303, 3501, 3511, 3521, 3532, 3533, 5102, 5112, 5114, 5115, 5116, 5117, 5118, 5121, 5131, 5132, 5141, 5144, 5151, 5152, 5153, 5154, 5155, 5162, 5165, 5183, 5258  
 Architecture 1001, 1002, 1003  
 Chicano Studies 1105, 1106, 1107, 3116, 3211, 3212, 3221, 3324, 3330, 3335, 3345, 3615, 3617, 3711, 3712  
 Child Psychology—all courses except 1970, 3330, 3360, 3361, 3980, 5310, 5319, 5970, 5990  
 Chinese 1032, 5463  
 Classics 1001, 1002, 1003, 1004, 1005, 1006, 1011, 1012, 1019, 1022, 1033, 1042, 1043, 1044, 1055, 1061, 1066, 3007, 3008, 3041, 3042, 3051, 3070, 3071, 3072, 3073, 3145, 3219, 5004, 5005, 5006, 5007, 5008, 5013, 5014, 5017, 5018, 5020, 5070, 5071, 5072, 5073, 5085, 5086, 5089, 5101, 5145, 5149  
 Communication Disorders 3103  
 Criminal Justice Studies 3101, 5101, 5102, 5105, 5116, 5117, 5131, 5132, 5205, 5207

## Programs

- East Asian Studies—all courses except 3001, 3013, 3808, 5970  
Economics 3021, 3102, 3103, 3501, 3511, 3601, 5021, 5031, 5032, 5033, 5141, 5152, 5171, 5172, 5301, 5311, 5313, 5315, 5341, 5401, 5533, 5534, 5535, 5537, 5541, 5611, 5621, 5623  
Foreign Study—3001, 3002, 3003 (maximum of 6 credits allowed for Group C)  
Forest Resources 1201  
French 3501, 3502, 3599  
Geography 1301, 1401, 1973, 3101, 3121, 3131, 3141, 3161, 3181, 3211, 3212, 3213, 3221, 3321, 3331, 3341, 3343, 3344, 3345, 3351, 3355, 3361, 3371, 3373, 3378, 3381, 5101, 5102, 5111, 5112, 5113, 5132, 5142, 5143, 5171, 5173, 5175, 5181, 5191, 5211, 5212, 5322, 5372, 5373, 5375, 5376, 5381, 5382, 5383, 5391, 5393, 5411, 5444, 5811, 5849  
German 3501, 3511, 3512, 3513, 3553, 5510  
History—all courses except 1310, 3020, 3150, 3410, 3607, 3608, 3813, 3827, 3828, 3868, 3961, 3970, 3990, 5011, 5012, 5100, 5420, 5519, 5617, 5744, 5745, 5764, 5765, 5766, 5772, 5773, 5784, 5785, 5807, 5901, 5902, 5903, 5930, 5940, 5950, 5970  
History of Science and Technology 1711, 1712, 1713, 1811, 1812, 1813, 3201, 3202, 3203, 3711, 3712, 3713, 3811, 3812, 3813, 3825, 5111, 5242, 5825, 5924, 5925  
Humanities—all courses except 1301, 3910, 3944, 3950, 3970, 5910, 5930, 5940, 5970, 5990  
Interdepartmental Study 3101 (formerly SocSci 3101)  
International Relations—all courses except 3091, 3970, 5831, 5901, 5902, 5903  
Italian 3501, 3502, 3555, 3559  
Japanese 1032  
Jewish Studies 1034, 3034, 3100, 3115, 3125, 3126, 3142, 3143, 3521, 5621  
Journalism 3776, 5501, 5559, 5601, 5603, 5611, 5615, 5721, 5801, 5825  
Latin 5794  
Linguistics 1005  
Music 1602  
Middle Eastern and South Asian Studies 1506, 3003, 3411, 3501, 3502, 3506, 3512, 3525, 3541, 3542, 3543, 3545, 3551, 3552, 3556, 5001, 5121, 5123, 5125, 5411, 5491, 5508, 5531, 5532, 5533, 5546  
Philosophy 1002, 1003, 1004, 1011, 1102, 1103, 1104, 1410, 3001, 3002, 3003, 3004, 3005, 3234, 3302, 3303, 3304, 3305, 3521, 3781, 5003, 5004, 5005, 5008, 5012, 5020, 5021, 5033, 5034, 5035, 5036, 5041, 5042, 5043, 5044, 5046, 5052, 5054, 5055, 5068, 5076, 5301, 5302, 5311, 5312, 5321, 5324, 5414, 5415, 5611, 5612, 5613, 5615, 5621, 5701, 5781  
Political Science—all courses except 1010, 3070, 3085, 3109, 3110, 3310, 3352, 3353, 3757, 3810, 3970  
Psychology 1004, 1005, 3011, 3051, 3101, 3124, 3201, 3604, 3617, 5011, 5012, 5013, 5014, 5017, 5018, 5019, 5031, 5045, 5054, 5062, 5101, 5134, 5141, 5201, 5202, 5501, 5604, 5701, 5702, 5703  
Public Affairs 3101, 3102, 3121, 3151, 5121, 5151, 5161, 5162, 5181, 5301, 5319, 5401, 5505, 5516, 5517, 5550, 5601, 5602, 5691  
Religious Studies—All courses except 5690, 5970, 5980  
Russian 3501, 3502, 3503  
Scandinavian 1504, 3501  
Slavic 1501, 3501, 3502, 3503  
Social Science 3251, 3252, 3402, 5402, 5403  
Social Work—all courses except 3004, 3031, 3032, 3033, 3989, 3990, 5010  
Sociology—all courses except 1960, 3801, 3802, 3803, 3811, 3960, 3970, 3980, 3990, 3991, 3996, 3997, 3998, 5561, 5801, 5821, 5960, 5970  
Speech 3211, 3401, 3431, 3625, 5211, 5222, 5231, 5232, 5233, 5402, 5405, 5431, 5441, 5451, 5602  
Urban Studies 3101, 3102, 3103, 3104  
Women's Studies 1005, 1006, 1977, 3005, 3300, 5101, 5301, 5311

### GROUP D: LITERARY AND ARTISTIC EXPRESSION—12 credits

Choose one of the following options (#1 or #2):

**1. Humanities 1001, 1002, AND 1003**

**2. One course from each of the following three areas:**

**a. American/British Literature—4 credits**

Afro-American Studies 3101, 3102, 5595, 5597

American Indian Studies 3116

Chicano Studies 3507, 3508, 3510, 3511

English 1011, 1012, 1013, 1014, 1015, 1016, 1017, 1018, 1019, 1020, 1030, 1241, 3111, 3112, 3113, 3238, 3241, 3242, 3243, 3247, 3251, 3252, 3283, 3330 (or 3390), 3355, 3356, 3357, 3410, 3411, 3412, 3413, 3455, 3631, 3635, 3718, 3910 (or 3920), 3931, 3932, 3940, 3950, 5151, 5152, 5153, 5171, 5172, 5173, 5174, 5175, 5216, 5221, 5222, 5233, 5240, 5255, 5256, 5261, 5280, 5311, 5312, 5313, 5331, 5332, 5333, 5351, 5361, 5363, 5364, 5365, 5414, 5431, 5432, 5451, 5452, 5471, 5513, 5514, 5530, 5593, 5596, 5597, 5610, 5620, 5632, 5651, 5652, 5671, 5910 (or 5920), 5940 (or 5950)

Women's Studies 3103

**b. Foreign Literature—4 credits**

Afro-American Studies 5301, 5302

Chinese 3064, 3161, 3162, 3163, 5065

Classics 3081, 3082, 3083, 5002, 5003

French 3601, 3602, 3603, 3605, 3606, 3607

French and Italian 5219, 5531, 5568, 5569, 5587  
German 3601, 3602, 3603, 3604, 3610, 5601, 5602, 5603, 5611  
Italian 5411, 5418, 5601, 5602, 5603, 5609  
Japanese 3161, 3163, 3164  
Jewish Studies 3315  
Middle Eastern and South Asian Studies 1201, 1202, 1203, 3101, 3201, 3202, 3205, 3601, 3602, 5201, 5202, 5203  
Polish 3601, 3602  
Portuguese 3603  
Russian 1304, 3301, 3401, 3402, 3403, 3601, 3602, 5201, 5202, 5203, 5205, 5401, 5403, 5404, 5406, 5407, 5409  
Scandinavian 3505, 3601, 3602, 3604, 3605, 3612, 3613, 3614, 3615, 3618, 5502, 5611, 5613, 5614, 5615, 5616, 5617, 5618, 5631, 5632, 5633  
Spanish 3601, 3602, 3605, 3610, 3614, 3615

Foreign literature courses taught in foreign languages may also apply toward Group D. Consult an adviser in the School of Management for a list of all acceptable courses.

### c. Artistic Expression and Humanities—4 credits

Afro-American Studies 1301, 3105, 3108, 3301, 5201  
American Indian Studies 3221, 3242, 5214, 5215  
Architecture 1021, 1022, 1023, 5051, 5052, 5053, 5054, 5055, 5056, 5057, 5061  
Art History—all courses except 3895, 3970, 3980, 5950, 5960, 5970, 5990  
Art Studio—all courses except 3970, 3980, 5970  
Classics 5102, 5103, 5109  
Dance—all courses except 3608, 3610, 3611, 3612, 5181, 5700  
Design 1501, 1521, 1541  
East Asian Studies 3013, 3808  
English 5753  
English 1111, 1112, 1113, 1114, 3101, 3104, 5101, 5102, 5103, 5104, 5105, 5106  
French 3604  
Humanities 3910, 3920, 3944, 3970, 3980, 5030, 5910, 5930, 5970, 5990  
Music—all courses except 3970, 3980, 5950  
Scandinavian 3606, 3607, 5601  
Theatre Arts—all courses except 3412, 3980, 5950, 5970  
Women's Studies 3502

### MANAGEMENT-RELATED GROUP—18 credits (A-N grading required)

1. Acct 1024, 1025—Principles of Financial Accounting I, II
2. Econ 1001, 1002—Principles of Macroeconomics, Microeconomics
3. DSci 1050 (formerly QA 1050)—Elementary Managerial Statistics

Additional transferable credits to total 80 are required by the time you enter the School of Management. It is recommended that before admission, regular program applicants complete 4 credits of the international requirement; accounting program applicants, all 8 credits. Refer to Degree Requirements below for specific international requirements and course lists.

## Application Procedures

Each student receives an Acceptance Notice when admitted to the School of Management, which indicates terms of admission and credits accepted. If you apply for admission and are not accepted, you will receive a notice explaining the reasons.

When applying, you must indicate your intended degree program: B.S.B.-Regular or B.S.B.-Accounting. If you wish to apply to both programs, please indicate on your application your first and second choice.

If you wish to change programs after admission, you must file a petition. Accounting students may petition to transfer to the regular program at any time. Regular program students may petition to transfer to the accounting program by the application deadlines for fall and spring quarters.

**Change of College Within the University**—If you are currently enrolled in another unit of the University of Minnesota, you must apply to transfer to the School of Management by July 15 for fall quarter admission and by January 15 for spring quarter admission. A Change of College Within the University form is available for this purpose at the Office of Admissions, 240 Williamson Hall, University of Minnesota, 231 Pillsbury Drive S.E., Minneapolis, MN 55455 (612/376-1382).

## Programs

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**Transfer From Other Institutions**—If you are transferring from outside the University to the School of Management, you must submit an Application for Admission, available at the Office of Admissions, 240 Williamson Hall. You must request that an official transcript from each college you have attended be sent directly from the college to the Admissions office. In addition, a \$20 nonrefundable application fee must accompany your application.

Credits completed at other institutions that are acceptable for transfer to the School of Management may be used to meet admission requirements. Credits in business courses at the lower division level are accepted for transfer only if such course work is available for credit in the College of Liberal Arts pre-management program. Junior- and senior-level business courses completed at other institutions are usually accepted for credit only by petition; you should petition for acceptance of these courses through the Undergraduate Studies Office, 225 Management and Economics. An appropriate faculty member will make the evaluation.

**Foreign Study Credits**—Credits earned at recognized institutions of learning abroad may be transferred to the School of Management if such work meets specific lower division distribution requirements or upper division elective requirements, as determined by the coordinator of admissions. No more than 45 credits of foreign study may be used to meet degree requirements. Foreign study credits transferred are accepted on the S-N grading system only, and are applied to the maximum of 25% of a student's total program credits that may be completed on S-N grading. Credits for other study abroad experiences may be earned only through special examinations authorized by the Undergraduate Studies Office.

**Adult Special Status**—If you wish to take courses to meet special needs, you may be admitted under adult special status. If you desire admission in this category, you must formally apply at the Office of Admissions, 240 Williamson Hall. Adult special students are not considered candidates for degrees. If you are admitted under adult special status and later decide to become a degree candidate, you must satisfy the admission requirements and apply for transfer to the school.

Generally, adult special students admitted to the School of Management must have a bachelor's degree or business experience. After admission as an adult special, you will be allowed to continue on a quarter-by-quarter basis for a maximum of three quarters and must have written approval from the Undergraduate Studies Office, 225 Management and Economics, for each quarter of registration. Continued registration will not be approved if you do not maintain a satisfactory grade record.

Application deadlines for adult special students in the School of Management are August 15 for fall quarter and February 15 for spring quarter.

**Continuing Education and Extension (CEE)**—Generally, undergraduate degree courses offered in the evening through the Continuing Education and Extension division of the University are accepted for full credit and grade value by the School of Management. The school offers an extensive selection of credit and noncredit undergraduate courses in the evening. You must be formally admitted to the School of Management if you plan to complete requirements for the baccalaureate degree in business administration through evening classes. As an extension student, you should complete the pre-management requirements early in your program and apply to the school after fulfilling the 80 credits required for admission. School of Management CEE application forms are available in the Extension Counseling office, 314 Nolte Center, University of Minnesota, 315 Pillsbury Drive S.E., Minneapolis, MN 55455 (612/373-3905); and they must be completed if you wish to complete all of the B.S.B. course requirements through extension classes. If you have already been admitted to the School of Management as a day school student and wish to complete the degree program requirements in evening classes, you must notify the Undergraduate Studies Office.

Continuing Education and Extension offers a number of certificate programs in various business fields. These programs are described in the *Extension Classes Bulletin*. Certificate credits earned through evening classes may not be applied toward degree programs.

**Extension Independent Study Credits**—University of Minnesota independent study (correspondence) courses carrying degree credit may be applied toward course, credit, and grade requirements in the School of Management. The school accepts a maximum of 16 credits of upper division School of Management course work that has been completed through correspondence study toward the B.S.B. degree.

## Degree Requirements

To graduate from the School of Management you are required to:

1. For the B.S.B.-Regular program, complete a minimum of 180 credits; for B.S.B.-Accounting, complete a minimum of 181 credits. These credits must include the required pre-management course work and the specific degree requirements listed below.
2. Complete a minimum of 40 credits of upper division courses taught by departments in the School of Management *after* official admission to the school.
3. Complete the final 45 credits of the degree program at the University of Minnesota. (With prior approval, students may apply credits earned at an institution participating in the National Student Exchange Program toward these 45 credits.)
4. Be in good academic standing with a minimum overall grade point average of 2.00, as well as a minimum grade point average of 2.00 in all work taken after admission to the School of Management and in all upper division courses offered by departments in the School of Management.

## REQUIRED UPPER DIVISION COURSES

NOTE: Courses in italics also fulfill the University's College of Liberal Arts (CLA) group distribution requirements. Please refer to the current *CLA Bulletin* for further information. One course cannot be used to fulfill more than one requirement.

### • Bachelor of Science in Business—Regular Program

24 credits of lock-stepped core courses to be completed during the first three quarters in the school (A-N grading required):

#### *First Quarter*

- Acct 3001—Managerial Accounting
- Mgmt 3001—Fundamentals of Management

#### *Second Quarter*

- BFin 3000—Finance Fundamentals
- MIS 3300—Introduction to Computers and Management Information Systems

#### *Third Quarter*

- Mktg 3000—Principles of Marketing
- OM 3000—Introduction to Operations Management

Any three courses (12 credits) from the following elective core courses (A-N grading required):

- BGS 3004—International Business
- BLaw 3058—Introduction to Law, and the Law of Contracts and Agency
- DSci 3055 (formerly QA 3055)—Introduction to Management Sciences
- Ins 3100—Risk Management and Insurance
- IR 3002—Industrial Relations Systems: Labor Markets and the Management of Human Resources
- Tran 3054—Fundamentals of Transportation

12 credits of electives from upper division School of Management departmental offerings (A-N grading required except for Mgmt 5101; these should be taken *after* the lock-stepped core courses)

NOTE: If you take a course without fulfilling a prerequisite, you may not later take the prerequisite course for credit except by permission from the Undergraduate Studies Office.

9 credits of senior courses to be taken after lock-stepped core courses (A-N grading required):

- BGS 3002—Business and Society
- Mgmt 3004—Business Policy: Strategy Formulation and Implementation

8 credits of economics courses (A-N grading required):

- BGS 3001 or Econ 3105—Managerial Economics (recommended for the first two quarters in the school; only one course may be taken for credit and no credit is granted for Econ 3101)
- Econ 3701—Money and Banking

## Programs

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12 credits of upper division communications courses:

- Comp 3027—Advanced Expository Writing (to be taken in junior year)
- Comp 3032—Preprofessional Writing for Business (to be taken after Comp 3027)

One course from the following:

- Rhet 3254—Advanced Public Speaking
- Rhet 3266—Discussion Methods
- Spch 3605—Public Speaking (instructor approval required for registration)
- Spch 3641—Discussion and Conference Methods
- Spch 5422—Interviewing and Communication
- Th 3950—Topics in Theatre: Platform Performance

12 credits of international courses (A-N grading required):

1. Group I (at least one course)

BGS 3004 (to be taken after admission to the school; may not be used for both the international and B.S.B. Regular elective core requirements)

BGS 3019 (to be taken after admission to the school; depending on topic offered, may fulfill the international requirement; consult the Undergraduate Studies Office for further information)

Econ 5401 or 5431

Geog 3321, 3341

Pol 3773, 3810, 3825, 5889

PA 5301

2. Group II (requirement fulfilled by more courses from Group I or any of those listed below)

AgEc 3080

Anth 3222, 3223, 3241, 3251, 3261, 3281, 3291, 5102

Econ 5301 or 5331, 5307 or 5337, 5311 or 5341, 5313, 5315

Fren 3501, 3502, 3599

Geog 1307, 3121, 3131, 3141, 3161, 3181, 3211, 3212, 3213, 3221, 3378, 3381, 5132, 5142, 5143, 5171, 5173, 5175, 5181, 5191, 5211, 5212, 5322

Ger 3501, 3511, 3512, 3513, 5331

Hist 3707, 3708, 5432, 5473

IntR 3101

Ital 3501, 3502

Jour 5801, 5825

LAS 3131, 5120

MESA 1506, 3501, 3502, 3506, 3525, 5125

Pol 1025, 3825, 5441, 5443, 5444, 5446, 5448, 5453, 5454, 5455, 5457, 5877, 5884, 5886, 5889

Russ 3501, 3502, 3503

Scan 3501

Slav 3501, 3502, 3503

Soc 3315, 3551, 3671, 5675

Span 3501, 3502, 3512

Spch 5231, 5232, 5451

**Additional transferable electives (upper or lower division) from the school, College of Liberal Arts, Institute of Technology, or College of Agriculture to complete the 180 credits required for graduation.** Consult an adviser in the Undergraduate Studies Office before taking courses in colleges other than those listed above.

Noncredit seminars for your personal and professional development are strongly recommended. Refer to your quarterly registration instructions for further information.

### • Bachelor of Science in Business—Accounting Program

24 credits of lock-stepped core courses to be completed during the first three quarters in the school (A-N grading required):

#### First Quarter

Acct 3001—Managerial Accounting

Mgmt 3001—Fundamentals of Management

#### Second Quarter

BFin 3000—Finance Fundamentals

MIS 3300—Introduction to Computers and Management Information Systems

#### Third Quarter

Mktg 3000—Principles of Marketing

OM 3000—Introduction to Operations Management

33 credits of accounting core courses (A-N grading required):

BLaw 3058—Introduction to Law, and the Law of Contracts and Agency

DSci 3055 (formerly QA 3055)—Introduction to Management Sciences

MIS 3099—Elementary FORTRAN (may be taken S-N)

Acct 3101—Financial Accounting Theory and Practice I

Acct 3102—Financial Accounting Theory and Practice II

Acct 3201—Cost Accounting  
 Acct 5125—Auditing Principles and Procedures  
 Acct 5135—Income Tax Accounting  
 Acct 5180—Advanced Accounting

NOTE: If you take a course without fulfilling a prerequisite, you may not later take the prerequisite course for credit except by permission from the Undergraduate Studies Office.

4 credits of an accounting elective (A-N grading required; Acct 3199 and 3299 may not be used)

5 credits of a senior course to be taken after lock-stepped core courses (A-N grading required):

Mgmt 3004—Business Policy: Strategy Formulation and Implementation

8 credits of economics courses (A-N grading required):

BGS 3001 or Econ 3105—Managerial Economics (recommended for the first two quarters in the school; only one course may be taken for credit and no credit is granted for Econ 3101)

Econ 3701—Money and Banking

8 credits of upper division communications courses:

Comp 3032—Preprofessional Writing for Business

One course from the following:

Rhet 3254—Advanced Public Speaking

Rhet 3266—Discussion Methods

Spch 3605—Public Speaking (instructor approval required for registration)

Spch 3641—Discussion and Conference Methods

Spch 5422—Interviewing and Communication

Th 3950—Topics in Theatre: Platform Performance

8 credits of international courses (A-N grading required; refer to B.S.B.-Regular requirements for Group I and II course lists)

1. One course from Group I

2. One course from Group I or II

Additional transferable electives (upper or lower division) from the school, College of Liberal Arts, Institute of Technology, or College of Agriculture to complete the 181 credits required for graduation. Consult an adviser in the Undergraduate Studies Office before taking courses in colleges other than those listed above.

You may seek advice from accounting faculty members on upper division electives. It is recommended, but not required, that you choose one of the following four options:

1. Decision Sciences (formerly Quantitative Analysis): DSci 3053 and one of the following: DSci 5000, DSci 5161, DSci 5171, Stat 5101, or Econ 5231

2. Economics: Econ 3102 and one additional course

3. Legal and Political Environment: BLaw 3078 and BLaw 3088

4. Management Information Systems: MIS 5102 and MIS 5103

Noncredit seminars for your personal and professional development are strongly recommended. Refer to your quarterly registration instructions for further information.

**Accounting Internships**—Two internship opportunities are available in the accounting program: Acct 3199—Internship in Public Accounting and Acct 3299—Internship in Management Accounting. These courses require full-time work for one quarter and give students an opportunity to apply accounting concepts and methods and to obtain experience that is helpful in making career decisions. The public accounting internship, usually taken during winter quarter, emphasizes auditing and taxation. The management accounting internship, usually taken during the summer, involves such areas as development of cost data for specific projects, accounting procedures review, and evaluation and operation of some phase of an accounting system.

## Advising

The School of Management offers centralized student personnel and advising services for undergraduate students currently enrolled in or interested in its day school or evening programs. In addition, the school works closely with the College of Liberal Arts' pre-management advisers in B-18 Johnston Hall. Students in CLA's pre-management program can schedule appointments by calling 612/373-2880. Other pre-management and management students can call 612/373-3701 or stop into the Management Undergraduate Studies Office located in 225 Management and Economics to schedule appointments.

## Scholastic Standards and Policies

**Grading Options**—University regulations allow students the choice of two grading system options: A-N or S-N. You indicate the option you have chosen at the time of registration. Changes in a course registration from A-N to S-N grading or vice versa are not allowed after the second week of a quarter (first week of a summer term).

There are five permanent grades that are acceptable for the completion of a course: A (highest), B, C, D (lowest), and S (satisfactory). The grade of N (no credit) is assigned when a student does not successfully complete the work of a course.

The following rules and policies govern grading in the School of Management:

1. School of Management departmental faculty designate courses in which students may register for S-N grading. A list of these courses is distributed at the time of registration.
2. Non-School of Management students may register for S-N grading in any School of Management course that offers S-N grading.
3. School of Management students must present a minimum of 75 percent (135 credits) of their total program requirements on A-N grading.
4. B.S B-Regular students must complete all required upper division degree requirements on A-N grading, except for upper division communications. Mgmt 5101 is the only course that may be taken S-N and be used to fulfill the upper division School of Management electives requirement.
5. B.S.B.-Accounting students must complete all upper division degree requirements on A-N grading, except for MIS 3099 (which must be taken S-N) and the upper division communications requirement.
6. The following pre-management courses must be taken on A-N grading: Comp 1011, mathematics and symbolic systems requirements, Econ 1001 and 1002, Psy 1001, Acct 1024 and 1025, and DSci 1050 (formerly QA 1050). High academic performance in these areas may enhance chances for admission to the school.

**Transcript Symbols**—The following grade or symbol may be assigned in lieu of a permanent grade:

The temporary grade of I (incomplete) indicates there was not sufficient information immediately available to permit the assignment of a permanent grade. In all cases, the incomplete must be made up during the next quarter of registration (summer session is not considered a regular quarter). The instructor decides whether or not sufficient work has been completed to warrant the assignment of an I or an N. To simply stop attending class does not guarantee you will be assigned an I.

The symbol W (withdrawal) indicates official cancellation of a course after the second week and through the first six weeks of a quarter, irrespective of your standing at that time. Cancellation must be official; you will not be assigned a W if you simply stop attending a class. Withdrawal from a class after the sixth week of a quarter is not allowed.

**GPA, Repeating Courses**—Your grade point average (GPA) is defined as the sum of your grade points divided by the sum of credits for which you have earned grades of A, B, C, D, or N (if earned while in the School of Management fall quarter 1982 or thereafter). For purposes of defining academic achievement, grade points are assigned to the five permanent grades as follows: each credit of A carries 4 grade points; each credit of B, 3 grade points; each credit of C, 2 grade points; each credit of D, 1 grade point; *each credit of N earned after admission to the School of Management, effective fall quarter 1982, 0 grade points*. Credits of S, and credits of N earned before admission and before fall quarter 1982 are not computed in the GPA.

The grade point average on your University of Minnesota transcript is computed on work completed at the University of Minnesota only. Grade points for work completed at other institutions are computed by the School of Management into an overall average even though they are not reflected in the GPA on your University transcript.

The first passing grade (D or higher) earned in any course is counted for purposes of GPA and total credit. No credit is granted for a grade resulting from repeating a course in which a passing grade (D or higher) has already been earned, nor does the second grade affect your GPA.

You may repeat courses in which you receive a grade of N. Both the old and new grades will remain on your record and count toward your GPA. No degree credit is granted for grades of N. You need not repeat a course for which an N was received unless it is required for graduation.

If you take a course without fulfilling a prerequisite, you may not later take the prerequisite course for credit except by permission from the Undergraduate Studies Office.

**Satisfactory Progress and Scholastic Probation**—All students are expected to make satisfactory progress toward the bachelor's degree. Satisfactory progress is defined by honor point accumulation which is calculated as follows:

A = +2 per credit	S = 0 per credit
B = +1 per credit	D = -1 per credit
C = 0 per credit	N = -2 per credit

To remain in good academic standing, students must accumulate positive honor points in each of three areas: (1) all courses completed; (2) all courses taken after admission to the school; and (3) all upper division courses offered by School of Management departments. An accumulation of Ds and Ns without offsetting As and Bs in any of these three areas will result in a grade point deficiency.

Students are placed on probation when their accumulated honor points are from -1 to -10. Students are placed on "Final Quarter Notice" when their accumulated grade points fall below -10, or when they fail to remove the deficiency that previously placed them on probation. Failure to meet the terms of the "Final Quarter Notice" can result in suspension from the school according to terms set by the Undergraduate Studies Office.

Students suspended for academic reasons are normally not allowed to register in the school for a period of one year. *Any credits earned during the period of suspension are not counted toward the degree unless prior approval has been granted.*

**Cancel-Adding**—Cancellations are allowed through the sixth week of the quarter (third week of summer terms). No signature or approvals are required. Additions on or after the first day of the quarter must be approved by the college office (225 Management and Economics). Instructor permission is also required to add accounting courses on or after the first day of the quarter or to add any course after the end of the first week of the quarter.

**Special Examination for Credit**—In some instances, a student who has mastered the subject matter of a specific course outside of class may take a special examination in order to receive credit for the course. If you believe you know the subject matter as well as students successfully completing a course, you may apply first to the Undergraduate Studies Office and then to the instructor of the course for permission to take a special examination. A fee of \$30 per examination is charged.

**Petitions**—Petition forms, available in the Undergraduate Studies Office, are required to change from the B.S.B.-Regular to B.S.B.-Accounting program or vice versa; to evaluate whether certain courses completed at other institutions are equivalent to University of Minnesota courses for transfer purposes; and to request exceptions to rules and requirements.

Petition forms are filled out in triplicate and may require the written recommendation of the department or instructors involved. Completed forms should be turned in to the Undergraduate Studies Office. After official action has been taken on the petition, a copy of the form, indicating the decision made, will be available in 225 Management and Economics.

**Academic Misconduct**—The school defines academic dishonesty broadly as any act that violates the rights of another student in academic work or that involves misrepresenta-

## Programs

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tion of your own work. Academic dishonesty includes, but is not necessarily limited to, cheating on assignments or examinations; plagiarizing, which means misrepresenting as your own work any part of work done by another; submitting the same paper, or substantially similar papers, to meet the requirements of more than one course without the approval and consent of all instructors concerned; depriving another student of necessary course materials; or interfering with another student's work.

A committee composed of students and faculty members investigates charges of academic dishonesty referred to it by School of Management faculty members or students. When charges are upheld, the committee may place a student on disciplinary probation, fail the student in a course, suspend the student from the school, or take other action.

School of Management faculty members may act on cases involving School of Management students in their classes, but such action may not exceed modification of a course grade. Instructors must report any action to the director of undergraduate studies, and the student will be informed of the right to ask for a committee hearing. The advising staff can provide specific information about reporting and appeal procedures.

Disciplinary or conduct cases that are nonacademic in nature or that involve two or more colleges are referred to the Campus Committee on Student Behavior (373-4066).

**Attendance**—Each School of Management student is expected to attend classes regularly. Instructors announce their own policies regarding class attendance and are responsible for determining whether a student may make up work missed because of absence from class. School of Management faculty members are required to allow make-up of missed examinations or other required course work only under the following circumstances:

1. Participation in a formally approved and scheduled University activity such as intercollegiate competition in academic or athletic events. This does not include activities of student organizations of any type.
2. Performance of military or civil duty (such as jury duty) that could not be scheduled at another time.
3. Having a conflict of three or more examinations scheduled in one calendar day.
4. Having an illness or a family emergency that is attested to by a doctor's note or other acceptable evidence.

**Grievance**—If you have a complaint against a faculty member, you should first discuss the matter with that faculty member. If the matter cannot be resolved through this discussion, you should then present the complaint to the appropriate department chair. If a solution cannot be reached at that level, or if the grievance is directed specifically against the department chair, you should request a meeting with the director of undergraduate studies. If this meeting fails to yield a satisfactory solution, the director will instruct you to submit a written explanation of the grievance to the dean. The dean refers the grievance to the appropriate school committee, which, under the guidance of its chair, reviews the complaint and attempts to resolve it through mediational methods. If necessary, the committee may conduct hearings on the matter and submit recommendations to the dean. If either party involved in the complaint is dissatisfied with the recommendations, it may submit an appeal to the school's Grievance Committee. Students serve as members of both the initial hearing committee and the school's Grievance Committee.

If you have a complaint against a staff member, you should first attempt to resolve the difference with that staff member. If this meeting proves unproductive, you may bring the matter to the staff member's supervisor. If you and the supervisor cannot resolve the complaint, you may request a hearing by presenting a written explanation of the grievance to the dean. Beyond this point, the grievance procedure is the same as that outlined above for a complaint against a faculty member.

## Graduation

**Applying to Graduate**—Two quarters before your intended quarter of graduation you must complete an Application for Degree in 150 Williamson Hall. You should then schedule an appointment to verify your degree progress with an adviser in the Undergraduate Studies Office. If you are enrolled in extension classes during the final quarter of your undergraduate program, you must notify the Undergraduate Studies Office of any classes in which you are currently enrolled (including quarter or semester, course number, and section number); your graduation may be delayed if such notification is not received. A final check of graduation requirements is made by an adviser after you have completed all course work. If you do not meet the graduation requirements at that time, you will be notified by the Undergraduate Studies Office.

**Graduation With Honors**—The B.S.B. degree may be awarded "with distinction" or "with high distinction" upon final review of course work. Honors listed in the commencement program are not final until all grades have been received. To be eligible for graduation with honors, you must:

1. Complete a minimum of 44 upper division School of Management credits on an A-N grading basis after admission, and
2. Meet the following specific requirement for one of the two honors:

*With Distinction*—Rank in the upper 4 to 10% of your graduating class based on all course work completed while enrolled in the School of Management.

*With High Distinction*—Rank in the upper 3% of your graduating class based on all course work completed while enrolled in the School of Management.

A graduating class for purposes of graduation honors is defined as the students who have graduated in the twelve-month period from summer session I through spring quarter of the preceding year.

**Honors and Awards**—The following honors and awards are presented annually and are announced at the School of Management spring commencement or other event. Names of recipients are inscribed on tablets displayed in Management and Economics.

*Alpha Kappa Psi Scholarship Medal*—Awarded by Alpha Kappa Psi to the graduating senior in the school who has maintained the highest scholastic average in the upper division School of Management courses. In the case of a tie, the student who has completed the most upper division School of Management credits on an A-N grading basis will be awarded the medal.

*Alpha Kappa Psi Tablet*—Awarded to the four seniors in the school "who in scholarship and service to the school have been most outstanding." The Student Awards Committee, composed of representatives from each of the student organizations, selects the recipients. The first tablet was presented by Alpha Kappa Psi in 1926, and the second was given in 1947.

*Beta Alpha Psi*—Membership in this national honorary accounting society is awarded to accounting majors on the basis of performance in specific accounting courses and overall grade point average.

*Beta Gamma Sigma*—This national honorary business society is recognized by the American Assembly of Collegiate Schools of Business as the official honorary society in the business field. Membership is offered to the upper 5% of the juniors and upper 10% of the seniors enrolled in the school, and to the upper 20% of those receiving master's degrees during the year.

*Business Association of Minorities Outstanding Achievement Award*—Awarded by the Business Association of Minorities to one or two multiethnic (Hispanic, Asian American, Native American, or black) graduating business seniors who have contributed to the political, social, and academic development of multiethnic students, and who have worked in developing and implementing minority programs within the School of Management.

*Delta Sigma Pi Scholarship Key*—Awarded by Delta Sigma Pi to the graduating senior in the school who has the highest scholastic average for work completed in the prescribed pre-management areas and in the School of Management.

*Phi Beta Kappa*—Students are selected for this national liberal arts honorary society on the basis of scholarship by members of the society. Students who have completed the College of Liberal Arts distribution requirements, have earned 150 or more credits, and have achieved a grade point average of 3.50 or higher may apply. Study of a foreign language is also required. Annual elections are held during spring quarter. Questions concerning the society should be addressed to Student Relations, 150 Williamson Hall.

*Phi Delta Junior Scholarship Award*—Awarded by Phi Delta to the junior in the school who has maintained the highest scholastic average during the first two quarters (24 credits minimum) of her or his junior year.

## Programs

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*Tomato Can Loving Cup Award*—Awarded annually to the person the dean deems to have performed the most distinctive service to the school. A plaque was donated several years ago by the local chapter of Delta Sigma Pi to make possible a more permanent record of this very distinctive and highly valued award.

*Wall Street Journal Achievement Award*—Awarded annually to a graduating undergraduate student and to a graduating graduate student and sponsored by the *Wall Street Journal*. Presented to the student in each area, as selected by the finance faculty, who ranks highest scholastically among those who have expressed a special interest in finance and have pursued advanced course work in that area.

## GRADUATE PROGRAMS

The School of Management, in conjunction with the Graduate School, offers programs leading to the degrees of master of business administration (M.B.A.), master of business taxation (M.B.T.), and doctor of philosophy (Ph.D.). The Department of Industrial Relations, in conjunction with the Graduate School, offers programs in industrial relations leading to the degrees of master of arts and doctor of philosophy. Complete descriptions of these programs and of graduate-level courses in these areas are presented in the *Graduate School Bulletin*.

**Eligibility Examination**—All applicants seeking admission to graduate programs in business administration, except those interested in industrial relations, are required to present a report of their performance on the Graduate Management Admission Test (GMAT—formerly Admission Test for Graduate Study in Business) as part of their application for admission. A report of performance on the Law School Admission Test (LSAT) may be submitted in lieu of the GMAT score for M.B.T. program applicants. Test scores on the Graduate Record Examination (GRE) may be submitted in lieu of the GMAT score for Ph.D. in Business Administration applicants. All applicants seeking admission to graduate programs in industrial relations must present a report of their performance on the Graduate Record Examination (GRE) and the Miller Analogies Test (MAT) as part of their application for admission. Applications cannot be processed without the reports. Since the GMAT and GRE are given at limited times and places during the year, you are advised to register early to take the examinations. For information concerning registration for the examinations, write to the Educational Testing Service, P.O. Box 966, Princeton, New Jersey 08540. For information concerning the MAT, contact the Student Counseling Bureau, 301 Eddy Hall, University of Minnesota, 192 Pillsbury Drive S.E., Minneapolis, MN 55455 (612/373-3818).

### Master of Business Administration (M.B.A.)

Two programs are offered for the M.B.A. The regular program, consisting of 74 credits, is designed for students without prior education in business administration. The accelerated program, consisting of 50 credits, is designed for students with an undergraduate degree in business administration. The regular and accelerated programs are offered through both full-time day and part-time evening study.

A part-time evening program leading to the master of business administration degree is also offered by the School of Management and the Graduate School for persons who are employed full-time.

To be admitted to the M.B.A. program, you must have completed an undergraduate degree in any field plus introductory courses in microeconomics and calculus or finite mathematics. You must take the Graduate Management Admission Test (GMAT). If your native language is not English, you are required to score 550 or higher on the Test of English as a Foreign Language (TOEFL).

Selection for admission is based primarily on three factors: the applicant's aptitude for graduate work in business administration, the quality of the applicant's prior academic experience, and a statement of the applicant's career goals; managerial or administrative work experience is taken into consideration.

## Master of Business Administration

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Quarters for entering the M.B.A. programs are as follows:

<i>Program</i>	<i>Full-Time Day Students</i>	<i>Part-Time Evening Students</i>
Regular	Fall	Fall, Winter, or Spring
Accelerated	Summer	Fall, Winter, or Spring

You are encouraged to apply six months in advance of the quarter you wish to enter.

### Regular M.B.A. Program

The regular M.B.A. program consists of a carefully structured group of core courses to be completed in the first year followed by course work in an area of concentration and a sequence of three required courses to be completed in the second year. Also included in the second year is a field project in which students work with Twin Cities business firms and other organizations to solve current problems. The program requires completion of the following courses:

- MBA 8005—Computer Access and Programming for Business Analysis (first five weeks)
  - Communications Skills Program (second five weeks)
  - MBA 8010—Management and Organizational Behavior
  - MBA 8015—Human Resources Management
  - MBA 8020—Business Statistics: Sources, Presentation, and Analysis
  - MBA 8025—Decision Sciences and Information Systems
  - MBA 8030—Financial Accounting
  - MBA 8035—Managerial Economics and Accounting
  - MBA 8040—Financial Management
  - MBA 8045—Marketing Management
  - MBA 8050—Operations Management
  - MBA 8055—Business, Government, and Macroeconomics
  - MBA 8060—Strategy and Policy
  - MBA 8065—Field Project
- Plus six concentration courses totaling 24 credits

In the full-time day school program, these courses will take two years to complete. MBA 8010 through 8050 must be taken in sequence, three courses each quarter, and must be completed in three quarters. The six concentration courses are generally taken in the fourth through sixth quarters.

Part-time evening students must take the courses in sequence but are not required to take a minimum number of courses per quarter. In this program MBA 8070, Problem Formulation and Decision Making, is taken instead of MBA 8065, Field Project. If you take two courses per quarter, the program may be completed in nine quarters.

### Accelerated M.B.A. Program

The accelerated M.B.A. program consists of an introductory quarter of course work that complements the student's background followed by course work in an area of concentration and a sequence of three required courses. The program requires completion of the following 13 courses:

Three of the following six:

- MBA 8015—Human Resources Management
- MBA 8025—Decision Sciences and Information Systems
- MBA 8035—Managerial Economics and Accounting
- MBA 8040—Financial Management
- MBA 8045—Marketing Management
- MBA 8050—Operations Management

- MBA 8005—Computer Access and Programming for Business Analysis
  - Communications Skills Program
  - MBA 8055—Business, Government, and Macroeconomics
  - MBA 8060—Strategy and Policy
  - MBA 8065—Field Project
- Plus six concentration courses totaling 24 credits

## Programs

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In the full-time day school program, this program requires four quarters to complete (summer-fall-winter-spring).

Part-time evening students must take the courses in sequence but are not required to take a minimum number of courses per quarter. In this program MBA 8070, Problem Formulation and Decision Making, is taken instead of MBA 8065, Field Project. If you take two courses per quarter, the program may be completed in six quarters.

### Additional Requirements

**Area of Concentration**—Each day and part-time evening M.B.A. student must select an area of concentration. This area of concentration is selected at the time of application for admission. Concentrations available to part-time evening students are identified with an asterisk. The available concentrations are:

Accounting*	Line Management
Advertising Management	Management Information Systems*
Auditing*	Management Support Systems*
Business, Government and Society*	Marketing Management*
Controllership*	Marketing Research*
Decision Sciences	Operations Management*
Finance*	Organizational Leadership
General Management*	Transportation and Business Logistics
Insurance	

**Plan B Projects**—Two Plan B projects are required for the M.B.A. degree. One project is completed as part of MBA 8065, Field Project (for day students), or MBA 8070, Problem Formulation and Decision Making (for part-time evening students). This project enables you to work on current problems of an actual organization. A second project must be completed as part of a course within your area of concentration.

**Graduation Requirements**—Upon completion of your program, you must present copies of your Plan B papers, academic transcript, and degree program to the M.B.A. program director. A minimum grade point average of 3.00 must be earned in the 74 prescribed graduate credits for the regular program or in the 50 prescribed graduate credits for the accelerated program. The degree must be completed within seven years of initial registration in the program.

Further information about the M.B.A. day and evening programs is available from the M.B.A. Program, School of Management, 334 Management and Economics, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/373-5505).

### Master of Business Taxation (M.B.T.)

This degree program is designed to help students acquire a conceptual understanding of taxation and to develop technical competence in the practical application of the rules of taxation in business and personal decision making.

The program is offered only in the evening through Continuing Education and Extension. It is designed to accommodate nontraditional students who are employed during the day and enrolled in the program on a part-time basis during the evening. Students enrolled on a part-time basis can expect to complete the program in approximately two years. Students who choose to enroll in the program on a full-time basis can complete the program in a shorter period of time.

Application forms for and additional information about the M.B.T. program may be obtained from the Director of Graduate Studies in Taxation, 645 Management and Economics, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/373-3672).

**Common Body of Knowledge**—All students are required to possess a common body of knowledge in the business areas listed below. This requirement may be met through

appropriate courses completed in your undergraduate program. If you are lacking courses in any of these areas, you must make up the deficiencies. Any deficiencies may be completed while enrolled in the M.B.T. program. Graduate credit will not be granted for courses used to satisfy these requirements. The prerequisites can be met by completing introductory courses in the following areas:

Finance	Financial Accounting
Marketing	Managerial Accounting
Macroeconomics	Management
Microeconomics	Law of Contracts and Agency
Managerial Statistics	Operations Management
Management Information Systems	

**Graduation Requirements**—All students must complete 45 graduate credits, excluding credits earned in completing the required common body of knowledge course work in business, and must maintain a 3.00 grade point average in these degree credits. The following courses must be completed:

*Required Courses—General*

- Acct 8150—Financial Accounting Issues (or equivalent)
- Econ 5821—Principles of Public Finance (or equivalent)
- MBA 8055—Business, Government, and Macroeconomics
- MBA 8060—Strategy and Policy

*Required Courses—Taxation*

- Acct 5135—Income Tax Accounting (or equivalent)
- Acct 8220—Tax Research
- Acct 8225—Tax Procedure and Practice
- Acct 8230—Taxation of Corporations I

*Elective Courses—Taxation: complete 16 credits selected from the following courses*

- Acct 8330—Taxation of Corporations II
- Acct 8335—Tax Effects on Business Decision Making
- Acct 8340—Taxation of Partners and Partnerships
- Acct 8350—Taxation of Estates, Gifts, and Trusts
- Acct 8354—Tax Planning for Families and Organizations
- Acct 8356—Taxation of Deferred Compensation and Fringe Benefits
- Acct 8360—State and Local Taxation
- Acct 8370—Taxation of Property Transactions
- Acct 8380—Tax Aspects of International Business
- Acct 8390—Current Topics in Taxation

*Plan B Project*—At least four quarter credits must be earned in a course providing the opportunity to prepare written reports of the quality, but not the range, of a master's thesis.

*Examination*—All candidates are required to take a final oral or written examination, or both, at the discretion of the faculty examining committee.

## Doctor of Philosophy in Business Administration

Details about admission and degree requirements for the Ph.D. program in business administration are explained in the *Graduate School Bulletin* and in the Ph.D. program brochure, available from the Director of the Ph.D. Program, 334 Management and Economics, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/373-4591).

## Master of Arts in Industrial Relations

The M.A. degree program is designed to prepare students for professional employment in industrial relations in business, government, and labor organizations. The program also serves as preparation for further graduate work in industrial relations or in related fields of study.

Candidates for this program are selected on the basis of demonstrated interest and aptitude in industrial relations and the quality of their undergraduate work. A social sciences background is desirable for students seeking admission to graduate work in industrial relations. You will be expected to have completed, or to subsequently complete, course work prerequisite to courses selected for your graduate program.

## Programs

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Completion of the master's program normally requires six quarters in residence, or its equivalent in summer terms. If you are adequately prepared and devote full time to graduate study, you can complete the program in less than two years. If you are less prepared or a part-time student, you should anticipate a longer period of study.

Application forms for and additional information about the M.A. degree program in industrial relations can be obtained from the Director of Graduate Study in Industrial Relations, 537 Management and Economics, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/373-3827).

### Plan A—Thesis Program

A minimum of 48 course credits, 16 thesis credits, and an accepted thesis are required. Additional course work may be required by your adviser to insure adequate preparation in the major field.

The major course work consists of a minimum of 32 credits that include IR 8002, IR 8001, one course in each of at least three areas in industrial relations, and one additional industrial relations course.

A minimum of 12 credits are required in an approved field of study related to industrial relations. However, more than 12 credits may be required, depending upon previous preparation. Commonly selected fields are business administration, psychology, sociology, or economics.

A thesis dealing with a specialized topic in the major field must be approved for the degree.

There is no language requirement.

A final oral examination is required of all M.A. students. Candidates will be admitted to the examination only after they have completed all course requirements and their Plan A thesis has been approved.

### Plan B—Nonthesis Program

A minimum of 64 credits and completion of three Plan B projects are required. The major course work consists of a minimum of 48 credits that include IR 8001, 8002, 8003, 8004, 8005, 8006, 8007, 8012, and four additional industrial relations courses.

The remaining course work consists of a minimum of 16 credits earned in at least two related fields. A minimum of 8 credits must be earned in one related field. Commonly selected fields are business administration, psychology, sociology, or economics. A 12-credit core of management courses is recommended for students having limited or no business administration background. The core consists of MBA 8030, MBA 8025 or MBA 8035, and MBA 8040 or MBA 8050.

Three papers of the quality, but not the scope, of a master's thesis must be prepared involving independent work under faculty supervision. Two papers will be written in conjunction with IR 8001 and IR 8012 and are expected to require individual research roughly equivalent to 40 hours beyond normal requirements for a 4-credit course. The third paper can be written in conjunction with any course appearing on the approved program.

There is no language requirement.

A final oral examination is required of all M.A. students. Candidates will be admitted to the examination only after they have completed all course requirements and their Plan B projects have been approved.

## Doctor of Philosophy in Industrial Relations

Details about admission and degree requirements and application forms for the Ph.D. program in industrial relations can be obtained from the Director of Graduate Study in Industrial Relations, 537 Management and Economics, University of Minnesota, 271 19th Avenue South, Minneapolis, MN 55455 (612/373-3827).



Student organization leaders cross the West Bank Union skyway.

# Course Descriptions

**Symbols**—The following symbols are used throughout the course descriptions in lieu of page footnotes:

- § Credit will not be granted if the equivalent course listed after this symbol has been taken for credit.
- ¶ Concurrent registration is allowed in the course listed after this symbol.
- # Consent of instructor and a Registration Override Permit, completed and signed by the college office, is required prior to registration.
- △ Registration Override Permit, completed and signed by the college office is required prior to registration.

## Accounting (Acct)

### 645 Management and Economics

Accounting has been termed "the language of business." It is an essential tool for planning and controlling both profit-seeking and nonprofit organizations. The growing complexity of American businesses and the need for unconventional approaches to business problems have increased the demand for professional accountants within individual firms. Effective operations planning demands that relevant data be collected, analyzed intelligently, and reported coherently. Management needs assistance in directing activities to meet objectives and in adjusting operations to fit new conditions. Providing information for planning and control is the function of the controller, the chief accounting officer of the firm. Employment opportunities for accountants extend to nonprofit organizations and government units—organizations that have needs similar to those of private firms and recognize the value of the basic tools of accounting in managing their development. Professional accountants are also needed in industry, teaching, and public accounting.

Certified public accountant (CPA) is the professional designation of those who analyze operations and financial position in order to provide an independent opinion on the financial statements of an organization. Certified management accountant (CMA) is the professional designation of those accountants who serve as internal financial advisers to management. The certified internal auditor (CIA) serves management and corporate boards of directors by analyzing and reporting on the implementation and effects of management policies. The CPA designation is issued by the state of Minnesota, the CMA by the Institute of Management Accounting, and the CIA by the Institute of Internal Auditors. Each requires practical experience and passing scores on extensive qualifying examinations. Completion of the accounting program serves as the basic preparation for these examinations and enables you to take the examinations in the area of your career interest immediately before or after graduation.

Courses offered are designed to develop the analytical abilities of students as well as to present the usefulness and limitations of accounting procedures. If you are interested in becoming a professional accountant, you should refer to the B.S.B.-Accounting program requirements described in the second section of this bulletin.

If you have prior background or training in accounting, you may receive credit for Acct 1024 and/or 1025 by passing a special examination. A \$30 fee is required in advance for each examination you wish to take. The examinations are given in August, November, and February; contact the Department of Accounting (612/373-3599) for exact dates. To allow

for processing the necessary forms, you must contact your current college office *at least one week before the date of the examination.*

- 1024. PRINCIPLES OF FINANCIAL ACCOUNTING I.** (3 cr; prereq 3rd-qr fr; not offered S-N)  
Introduction to basic concepts and definitions in accounting. Transaction analysis. Statement presentation.
- 1025. PRINCIPLES OF FINANCIAL ACCOUNTING II.** (3 cr; prereq 1024; not offered S-N)  
Valuation and measurement problems. Emphasis on inventories, marketable securities, property plant and taxes, leases.
- 3001. MANAGERIAL ACCOUNTING.** (4 cr; prereq 1025; not offered S-N)  
Accounting analysis and reports for managerial decisions. Information for planning and controlling of operations.
- 3101. FINANCIAL ACCOUNTING THEORY AND PRACTICE I.** (4 cr; prereq 1025)  
Development of generally accepted accounting principles. Income determination. Asset valuation. Statement of changes in financial position. Price level accounting.
- 3102. FINANCIAL ACCOUNTING THEORY AND PRACTICE II.** (4 cr; prereq 3101)  
Accounting for and reporting of current and long term liabilities, owner's equity. Leases. Pensions. Income tax accounting.
- 3160. FINANCIAL STATEMENT ANALYSIS.** (4 cr; not for accounting majors; prereq 1025)  
Analysis and interpretation of financial statements and schedules for investors and other users.
- 3199. INTERNSHIP IN PUBLIC ACCOUNTING.** (3 cr; offered S-N only; prereq 5125 and #)  
Full-time work for a public accounting firm plus a written report on the work experience.
- 3201. COST ACCOUNTING.** (4 cr; prereq 3001, DSci 3055)  
Process and standard costs, behavior of costs under varying conditions, cost allocations, variance analysis.
- 3255. MANAGERIAL COST ACCOUNTING.** (4 cr; prereq 1051 or 3001)  
Cost concepts and their application from the point of view of the executive who uses cost information in decision making. Management control systems.
- 3299. INTERNSHIP IN MANAGEMENT ACCOUNTING.** (3 cr; offered S-N only; prereq 3201 and #)  
Full-time work in general accounting, cost accounting, or internal auditing in an industrial or governmental organization plus a written report analyzing the work experience.
- 5125. AUDITING PRINCIPLES AND PROCEDURES.** (4 cr; prereq 3102, and 3201 or 13201)  
The auditor's role and function. Includes audit standards, ethics, procedures, legal responsibilities.
- 5126. INTERNAL AUDITING.** (4 cr; prereq 3102 and 3201)  
Financial and operational auditing. Standards. Management of the function.
- 5127. EDP AUDITING.** (4 cr; prereq 5125, MIS 3300)  
Audits of computerized data processing systems. Computer audit tools and techniques. General and application controls.
- 5135. INCOME TAX ACCOUNTING.** (4 cr; prereq 1025)  
An introduction to principles of federal income taxation of various taxpaying entities.
- 5180. ADVANCED ACCOUNTING.** (4 cr; prereq 3102)  
Consolidated statements. Partnerships. Fiduciaries. International operations. Governmental accounting. Accounting for not-for-profit entities.
- 5210. FINANCIAL ACCOUNTING THEORY.** (4 cr; prereq 3102)  
History of financial accounting, alternative concepts of income, measurement theory, presentation of financial condition.
- 5211. FINANCIAL MARKET CONSEQUENCES OF ACCOUNTING.** (4 cr; prereq 3102)  
Analysis of the effects on the capital markets of various accounting policies and disclosures.
- 5215. BEHAVIORAL ACCOUNTING.** (4 cr; prereq 3201)  
Review of the psychology and sociological literature and the related implications for solving accounting problems.
- 5230. CORPORATE TAXATION.** (4 cr; prereq 5135, #)  
The tax consequences of the formation, operation, and liquidation of a business corporation.
- 5236. TAXATION II.** (4 cr; prereq 5135)  
Income taxation of corporations. Partnerships. Tax research.
- 5270. REPORTING FOR MANAGEMENT CONTROL.** (4 cr; prereq 3201)  
Management accounting tools and techniques applied to medium and large organization problems. Management control systems.
- 5271. ACCOUNTING SYSTEMS.** (4 cr; prereq 3102 or 3201)  
Applications of electronic data processing systems in accounting, including modeling, financial planning, auditing, and data security. Analysis and design of accounting information systems.

## Course Descriptions

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- 5281. ACCOUNTING FOR GOVERNMENTAL AND NONPROFIT SEEKING ENTITIES.** (3 cr; prereq 3102)  
Accounting concepts and practices appropriate for managing and reporting of activities and positions of governmental units and not-for-profit organizations.
- 5290. PERSPECTIVES OF TOP FINANCIAL EXECUTIVES.** (4 cr. prereq 3201 or MBA 8035)  
Opportunity to study in depth problems faced by top financial executives, to better understand the work of a financial executive, and to interact with executives in analysis of a problem. Designed to sharpen skills in library research, written and oral expression, and ability to raise relevant questions.
- 5300. CURRENT TOPICS IN MANAGERIAL ACCOUNTING.** (4 cr [may be repeated for cr]; prereq 3201)  
Selected topic(s) in managerial accounting. Topics vary from quarter to quarter.
- 5310. CURRENT TOPICS IN FINANCIAL ACCOUNTING.** (4 cr [may be repeated for cr]; prereq 3102)  
Current topic(s) in financial accounting. Topics vary from quarter to quarter.
- 5312. DETERMINANTS OF ACCOUNTING METHODS, RULES AND INSTITUTIONS.** (4 cr; prereq 3102)  
An analysis of accounting decisions by managers, investors, auditors and government.
- 5340. PARTNERSHIP TAXATION.** (4 cr; prereq 5135)  
The tax consequences of the formation, operation, and dissolution of a partnership.
- 5390. CURRENT TOPICS IN TAXATION.** (Cr ar; prereq 5135 or equiv, #)  
Current tax legislation problems. Topics vary from quarter to quarter.

### FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

- 8050. PRINCIPLES OF ACCOUNTING I**
- 8051. PRINCIPLES OF ACCOUNTING II**
- 8101. FINANCIAL ACCOUNTING THEORY AND PRACTICE I**
- 8102. FINANCIAL ACCOUNTING THEORY AND PRACTICE II**
- 8128. ANALYTIC REVIEW AND AUDIT SAMPLING**
- 8135. INCOME TAX ACCOUNTING**
- 8150. FINANCIAL ACCOUNTING ISSUES**
- 8160. FINANCIAL STATEMENT ANALYSIS**
- 8201. MANAGERIAL ACCOUNTING**
- 8202. MANAGERIAL ACCOUNTING AND QUANTITATIVE METHODS**
- 8215. BEHAVIORAL ACCOUNTING**
- 8220. TAX RESEARCH**
- 8225. TAX PROCEDURE AND PRACTICE**
- 8230. TAXATION OF CORPORATIONS I**
- 8255. MANAGERIAL COST ACCOUNTING**
- 8330. TAXATION OF CORPORATIONS II**
- 8335. TAX EFFECTS ON BUSINESS DECISION MAKING**
- 8340. TAXATION OF PARTNERS AND PARTNERSHIPS**
- 8350. TAXATION OF ESTATES, GIFTS, AND TRUSTS**
- 8354. TAX PLANNING FOR FAMILIES AND ORGANIZATIONS**
- 8356. TAXATION OF DEFERRED COMPENSATION AND FRINGE BENEFITS**
- 8360. STATE AND LOCAL TAXATION**
- 8370. TAXATION OF PROPERTY TRANSACTIONS**
- 8380. TAX ASPECTS OF INTERNATIONAL BUSINESS**
- 8390. CURRENT TOPICS IN TAXATION**
- 8805. SEMINAR I**
- 8810. SEMINAR II**
- 8820. SEMINAR III**

8825. AUDITING: SEMINAR

8845. ADVANCED ACCOUNTING PROBLEMS

8990. READINGS IN ACCOUNTING

8995. RESEARCH IN ACCOUNTING

## Business Administration (BA)

225 Management and Economics

**3998. INDEPENDENT STUDY.** (Cr or [may be repeated for cr]); prereq consent of faculty member willing to supervise the study)

Student-initiated project and/or independent course of study.

**3998H. HONORS COURSE: INDEPENDENT STUDY.** (Cr or [may be repeated for cr]); prereq consent of faculty member willing to supervise the study; School of Management honors student, or # and Δ.)

See BA 3998.

### FOR GRADUATE STUDENTS ONLY

(For course description, see the *Graduate School Bulletin*)

**8159. QUANTITATIVE APPROACHES TO ADMINISTRATIVE PROBLEMS**

**8200. LIBRARY ACCESS FOR BUSINESS RESEARCH**

**8210. Ph.D TEACHING SEMINAR**

**8220. Ph.D. RESEARCH SEMINAR**

## Business, Government and Society (BGS)

830 Management and Economics

This curricular area was developed because of the growing concern of business about its relationship to other social institutions and issues. Many companies now have public affairs departments, centrally responsible for their social efforts. In other companies, various social relationships are handled by relevant departments. If you are anticipating a management career, you will find these courses useful, whatever the nature or internal arrangement of the firm in which you will work.

The basic course, BGS 3002, examines general topics. Other courses examine specific subjects such as regulation, antitrust, environment, and international aspects of business.

**3001. MANAGERIAL ECONOMICS.** (4 cr, §Econ 3101, 3105; prereq Econ 1002 or equiv)

Intermediate microeconomics from the perspective of the business enterprise and of the manager. Firm and industry demand, firm revenues and costs, supply, pricing practices, market structures, and other relevant economic concepts are applied to the individual business.

**3001H. HONORS COURSE: MANAGERIAL ECONOMICS.** (4 cr, §3001, §Econ 3101, 3105; prereq Econ 1002; School of Management honors student, or # and Δ.)

See BGS 3001.

**3002. BUSINESS AND SOCIETY.** (4 cr; prereq jr or sr)

Basic economic and social goals and various attempts to meet them, with emphasis on American society. Business as an institution; its relationships to other institutions and to society. Ethical and practical conflicts in the role of the firm and the manager examined in the context of the public policy process. Current social issues and their impacts on business.

**3002H. HONORS COURSE: BUSINESS AND SOCIETY.** (4 cr, §3002; prereq jr or sr; School of Management honors student, or # and Δ.)

See BGS 3002.

## Course Descriptions

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- 3003. BUSINESS AND THE NATURAL ENVIRONMENT.** (4 cr; prereq jr or sr)  
Business and its relationship to the natural environment. The use by industry of renewable and nonrenewable resources. Environmental deterioration caused by businesses to air, land, and water. Business solutions to environmental problems. May emphasize energy in some quarters.
- 3004. INTERNATIONAL BUSINESS.** (4 cr)  
World business with emphasis on the global economy, international concepts, global business structures, comparative cultures and environments, global business strategies, multinational corporations and technology, personnel and operations in the host nations. Resource (including energy) questions in their global contexts: quantities, demands, distribution of resources.
- 3005. GOVERNMENT AND BUSINESS.** (4 cr, §Econ 3651; prereq Econ 1001 and 1002 or equiv)  
The role of the free enterprise system; structure of American industry; economic and social consequences of big business; public policies toward private enterprise; public regulation, public ownership; antitrust laws and their applications.
- 3019. TOPICS IN BUSINESS, GOVERNMENT AND SOCIETY.** (4 cr; prereq 3002 or #)  
Topics vary from quarter to quarter depending on the instructor.

### FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

- 8009. BUSINESS AND GOVERNMENT I: GOVERNMENT ECONOMIC REGULATION OF BUSINESS**
- 8010. BUSINESS AND GOVERNMENT II: GOVERNMENT SOCIAL REGULATION OF BUSINESS**
- 8017. ORGANIZATIONAL POLITICS AND MANAGEMENT**
- 8019. TOPICS IN BUSINESS, GOVERNMENT AND SOCIETY**

## Business Law (BLaw)

### 1235 Management and Economics

Courses in business law are designed to provide students with an understanding of legal processes and the principles of legal reasoning and decision-making techniques. They also aid students in recognizing legal pitfalls involved in the specific functions of business, such as finance, marketing, and personnel management. The American legal system is scrutinized within its historical, philosophical, and societal contexts via a variety of methods: lectures, readings, analysis of judicial decisions, and class discussions.

Business law is not offered as a separate field for specialization in the School of Management. Rather, the courses in this area provide a sequence of elective offerings for management students. The first course, BLaw 3058, is a prerequisite for the other business law courses.

- 3058. INTRODUCTION TO LAW, AND THE LAW OF CONTRACTS AND AGENCY.** (4 cr, §8158; prereq Econ 1002 or equiv)  
The origin of law, its place in and effect upon society; the history and development of law; the system of courts; and legal procedure. The law of contracts as the basic law affecting business transactions. Laws affecting the relationship between principal and agent, master and servant, and employer and employee.
- 3078. LAW: PARTNERSHIPS, CORPORATIONS, AND REAL PROPERTY.** (4 cr, §8278; prereq 3058)  
Partnership and corporate forms of business entities, including the methods of creating them, and the laws developed to regulate and control these organizations and their members. Basic concepts and principles of real property law; transfers of ownership, control of and encumbering such interests.
- 3088. LAW OF PERSONAL PROPERTY, SALES CONTRACTS, COMMERCIAL PAPER, AND WILLS AND ESTATES.** (4 cr, §8288; prereq 3058)  
Basic concepts of personal property, including rights of possessors, bailees, finders and holders of security interests. Laws affecting sales of goods contracts and contracts referred to as commercial papers (negotiable instruments), with emphasis on effect of the Uniform Commercial Code. The law of wills and estates in passing rights to property in event of death.

**FOR GRADUATE STUDENTS ONLY**

(For course descriptions, see the *Graduate School Bulletin*)

**8158. INTRODUCTION TO LAW, AND THE LAW OF CONTRACTS AND AGENCY**

**8278. LAW: PARTNERSHIPS, CORPORATIONS, AND REAL PROPERTY**

**8288. LAW OF PERSONAL PROPERTY, SALES CONTRACTS, COMMERCIAL PAPER, AND WILLS AND ESTATES**

**Decision Sciences (DSci)**

735 Management and Economics

The decision sciences address a body of technology that supports management and administrative decision making over the entire range of hierarchical and functional areas that exist in an organization. While the principal technologies of the area are statistics and mathematical modeling, both rely heavily on the computer for gaining access to data and for manipulating data.

Decision making is viewed as a process in which problem formulation, the decision-making technologies, and implementation all play integral parts. Accordingly, all of the decision-making technologies—statistics, mathematics, and the computer—are taught to be used within structured approaches to the decision-making process including structured approaches to problem formulation and to the implementation of decision science methods and solutions.

Mathematical modeling techniques are used to deal with such problems as warehouse and plant location, vehicle scheduling, production scheduling, personnel utilization, design of service facilities, and capital budgeting. Statistical techniques are used to deal with such problems as forecasting consumer demand, controlling product quality, designing production processes, evaluating investment opportunities, and estimating unemployment levels.

Decision scientists are employed in such diverse organizational areas as marketing, operations, finance, and information systems. In addition, there are rapidly increasing opportunities for decision scientists with M.B.A. degrees to serve in staff capacities as either internal or external consultants to business and government.

School of Management undergraduates should take DSci 1050 before entering the school. DSci 3055 should be taken early in the junior year. If you want more thorough training in decision science methods, you may elect additional courses from the following list. If you are planning extensive study in this area, either at the undergraduate or graduate level, you should confer with a department faculty member as early as possible to ensure completion of necessary mathematical preparation. Course work in decision sciences focuses on applications and not theoretical developments.

**1050. ELEMENTARY MANAGERIAL STATISTICS.** (4 cr, §QA 1050; prereq Math 1111 or Math 1131 or equiv) Introduction to quantitative decision making. Probabilistic and other statistical techniques for decision making and data analysis, e.g., laws of probability, sampling, estimation, hypothesis testing, and regression.

**1050H. HONORS COURSE: ELEMENTARY MANAGERIAL STATISTICS.** (4 cr, §QA 1050; prereq Math 1111 or Math 1131 or equiv; School of Management honors student, or # and  $\Delta$ )  
See DSci 1050.

**3050. STATISTICAL METHODS FOR MANAGERIAL DECISION MAKING.** (4 cr, §QA 3053; prereq 1050 or equiv) Regression and correlation, time series and forecasting; analysis of variance; nonparametric statistics. Application to managerial decision making.

**3055. INTRODUCTION TO MANAGEMENT SCIENCES.** (4 cr, §QA 3055; prereq 1050, Math 1142 or equiv) Analytical approaches and quantitative reasoning in management problems, stressing problem formulation, analytical methods for solution, and use of computer models. Topics include management science concepts, decision theory, simulation, linear programming, implementation.

**3057. MANAGEMENT SCIENCE METHODS FOR MANAGERIAL DECISION MAKING.** (4 cr, §QA 5000; prereq 3055 or equiv) Analysis and solution of network, integer programming, queuing, and Markov process models. Application to managerial decision making.

## Course Descriptions

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### FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

- 8500. MANAGEMENT OF THE DECISION SCIENCES PROCESS
- 8510. PROBLEM FORMULATION
- 8520. DATA ACQUISITION, STORAGE, RETRIEVAL, AND PRESENTATION
- 8530. STATISTICAL METHODS AND APPLICATIONS I: REGRESSION ANALYSIS
- 8540. DETERMINISTIC METHODS AND APPLICATIONS
- 8550. SIMULATIONS METHODS AND APPLICATIONS
- 8560. FORECASTING METHODS AND APPLICATIONS
- 8611. IMPLEMENTATION OF DECISION SCIENCE MODELS AND SYSTEMS
- 8612. PROBLEM FORMULATION AND DECISION MAKING
- 8631. STATISTICAL METHODS AND APPLICATIONS II: MULTIVARIATE METHODS
- 8632. STATISTICAL METHODS AND APPLICATIONS III: ANALYSIS OF VARIANCE AND EXPERIMENTAL DESIGN
- 8633. BAYESIAN INFERENCE AND DECISION THEORY
- 8641. MATHEMATICAL PROGRAMMING METHODS AND APPLICATIONS I: LINEAR PROGRAMMING
- 8642. MATHEMATICAL PROGRAMMING METHODS AND APPLICATIONS II: NONLINEAR PROGRAMMING
- 8643. MATHEMATICAL PROGRAMMING METHODS AND APPLICATIONS III: INTEGER PROGRAMMING AND NETWORK FLOW MODELS
- 8715. FOUNDATIONS FOR RESEARCH IN DECISION PROCESSES
- 8735. FOUNDATIONS FOR RESEARCH IN APPLIED STATISTICS
- 8745. FOUNDATIONS FOR RESEARCH IN APPLIED MATHEMATICAL MODELS
- 8799. SEMINAR: DECISION SCIENCES
- 8850. TOPICS IN DECISION SCIENCES
- 8990. READINGS IN DECISION SCIENCES
- 8995. GRADUATE RESEARCH IN DECISION SCIENCES

### Finance (BFin)

#### 837 Management and Economics

The principles of finance are crucial to financial decision making. Should an investment in real capital be made, and if so, how should the purchase be financed? Applying certain principles of finance gives answers to these questions. Even in a risky world, finance offers guidance on how accumulated wealth and savings from the past should be managed. The principles of finance are crucial not only to the financial decision making of business enterprises, but also to government and private nonprofit organizations, and individuals and families.

Since financial decision making is so common, students trained in the application of the principles and techniques of finance to such decision making have career opportunities in many different kinds of companies—manufacturing companies; insurance and trust companies and others which manage accumulated wealth; and banks and other types of financial institutions that borrow from and lend to the public. Since there are many different financial decisions to be made, students trained in finance can participate in various activities such as capital budgeting, security analysis, and commercial lending.

The courses in finance are intended to acquaint students with the principles and techniques which give guidance in financial decision making. In BFin 3000, students are introduced to many of these principles and techniques. In BFin 3100 students increase their understanding of the principles and techniques of BFin 3000 by applying them to actual

problems in financial decision making faced by business enterprises. In BFin 3300, students are acquainted with the particular principles and techniques applicable to portfolio management or, in other words, to the management of accumulated wealth.

BFin 3800 is a finance seminar for undergraduates, and for the immediate future the seminar topics will be in banking. In one of the terms in which BFin 3800 is offered, the topic will be the financial management of banks; and in the other term in which it is offered, the topic will be the regulation of banking. In the near future BFin 3800 will also be offered in the third term of the academic year; it will be taught by practicing bankers, and the topic will be problems in bank management.

**3000. FINANCE FUNDAMENTALS.** (4 cr, §MBA 8040; prereq Acct 3001 or 1051)

A comprehensive, analytical introduction to the principal concepts in finance. The general business environment, valuation theory, financial management decisions concerning uses and sources of funds (capital budgeting), survey of the nation's financial markets.

**3100. FINANCIAL MANAGEMENT.** (4 cr; prereq 3000)

A broad, case-oriented course building on concepts introduced in 3000. The viewpoint of a corporation's principal financial officer is generally used. Case discussions, augmented by lectures and readings, prepare students to apply finance principles in actual business situations. Experience in problem definition, specification of alternatives, analysis, and decisions. Effective verbal and written communication stressed.

**3300. INVESTMENT MANAGEMENT AND FINANCIAL MARKETS.** (4 cr, §8300; prereq 3000)

Introduces decision procedures in a variety of financial markets. The banking system and other financial intermediaries, risk-return relationships of various marketable securities, analytical techniques of portfolio management in the context of the nation's changing financial markets.

**3500. REAL ESTATE INVESTMENT ANALYSIS.** (4 cr; prereq 3000 and Econ 1002 or equiv)

Analysis and economic aspects of investments in real property including cash flows; accounting depreciation vs. market value depreciation or appreciation; financing methods and cost; sources of funds; measures of return on investment.

**3800. FINANCE SENIOR SEMINAR.** (4 cr [may be repeated for credit]; prereq 3100 or 3300 and #)

Provides a forum for student-faculty study of advanced topics in finance. Experimentation with new topics, materials, and formats facilitates discussion of contemporary research and writing in finance and enables students to apply analytical skills acquired through previous courses. Likely topics include advanced financial management; advanced portfolio management; financial management of nonprofit institutions; financial markets; and current issues and research. Because topics covered in the various sections of this seminar will differ, interested students should inquire at the department office at the beginning of the academic year.

## FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

**8100. CASES IN FINANCIAL MANAGEMENT**

**8150. THEORY OF FINANCE**

**8200. FINANCIAL MARKETS AND INTEREST RATES**

**8300. INVESTMENTS AND SECURITY ANALYSIS**

**8400. INTERNATIONAL FINANCIAL MANAGEMENT**

**8700. SEMINAR: WORKING CAPITAL MANAGEMENT**

**8701. SEMINAR: CORPORATE INVESTMENT AND FINANCIAL STRATEGY**

**8702. SEMINAR: FINANCIAL MANAGEMENT OF FINANCIAL INSTITUTIONS**

**8703. SEMINAR: PORTFOLIO THEORY AND MANAGEMENT**

**8704. SEMINAR: INTERNATIONAL FINANCIAL MANAGEMENT**

**8705. SEMINAR: FEDERAL RESERVE SYSTEM, HISTORY AND CONTROVERSIES**

**8706. SEMINAR: REGULATION OF FINANCIAL INSTITUTIONS AND MARKETS**

**8800. SEMINAR: SPECIAL TOPICS IN FINANCE**

**8850. INDEPENDENT STUDY IN FINANCE**

**8990. READINGS AND RESEARCH IN FINANCE**

## Industrial Relations (IR)

### 537 Management and Economics

Industrial relations is an interdisciplinary field of study that utilizes the specialized knowledge and methods of various disciplines for an integrated approach to problems of employment relationships, employment and unemployment, wage levels, collective bargaining, and the recruitment and maintenance of employee work teams in industry. These problems are diverse, and many disciplines contribute to their understanding and solution.

Professional training in industrial relations is offered in graduate programs leading to the following degrees: M.A. in industrial relations, Ph.D. in industrial relations, and Ph.D. in business administration with industrial relations as a related field.

No undergraduate degree major or specialization is offered. However, various industrial relations courses may be taken for elective purposes and included in programs for undergraduate degrees in business administration, engineering, and the liberal arts.

**3000. TOPICS IN INDUSTRIAL RELATIONS.** (Cr or [may be repeated for cr])

Selected topics and issues of current interest. Topics vary from quarter to quarter, depending on instructor.

**3002. INDUSTRIAL RELATIONS SYSTEMS: LABOR MARKETS AND THE MANAGEMENT OF HUMAN RESOURCES.** (4 cr, §8002; prereq Econ 1001, 1002, Psy 1001)

Labor markets, human resources management, federal-state employment policy, and the resolution of industrial conflict. Process followed in valuing, employing, developing, motivating, and maintaining human resources in an industrial society.

**3007. COLLECTIVE BARGAINING NEGOTIATIONS AND MODERN LABOR RELATIONS.** (4 cr)

Analysis of collective bargaining negotiations between employers and/or employer associations and unions. Relevant policies of employers, unions, and the public; background of the labor movement; current practices in labor relations; and significant trends.

**3010. HUMAN RELATIONS AND APPLIED ORGANIZATION THEORY.** (4 cr)

Problems of human relations arising in modern organizations and approaches to their solution. Philosophies and theories of human relations and their translation into policy. Discussions, cases, role playing, and skill building sessions.

### FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

**8000. GRADUATE TOPICS IN INDUSTRIAL RELATIONS**

**8001. QUANTITATIVE METHODS IN INDUSTRIAL RELATIONS**

**8002. AN INTRODUCTION TO INDUSTRIAL RELATIONS**

**8003. STAFFING, TRAINING AND DEVELOPMENT**

**8004. ORGANIZATIONAL THEORY AND ANALYSIS**

**8005. EMPLOYEE COMPENSATION AND REWARD**

**8006. LABOR MARKET ANALYSIS**

**8007. COLLECTIVE BARGAINING IN THE PUBLIC AND PRIVATE SECTORS**

**8012. INDUSTRIAL RELATIONS SYSTEMS**

**8013. ORGANIZATION AND STAFFING**

**8014. ORGANIZATION DESIGN AND ADMINISTRATION**

**8015. COMPENSATION, REWARD, MOTIVATION, AND PERFORMANCE**

**8016. MICRO LABOR MARKET ANALYSIS**

**8017. THEORIES OF LABOR-MANAGEMENT RELATIONSHIPS AND NEGOTIATIONS**

**8022. INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**8023. TRAINING AND DEVELOPMENT**

**8024. ORGANIZATION ANALYSIS AND ENVIRONMENTAL SYSTEMS**

**8025. EMPLOYEE BENEFITS AND ADMINISTRATION**

- 8026. MACRO LABOR MARKET ANALYSIS
- 8027. METHODS FOR DISPUTE RESOLUTION
- 8032. COMPARATIVE AND INTERNATIONAL LABOR MOVEMENTS
- 8033. MANAGEMENT DEVELOPMENT
- 8035. MOTIVATION AND WORK BEHAVIOR
- 8036. HUMAN RESOURCE PLANNING
- 8037. THE LABOR MOVEMENT IN THE UNITED STATES
- 8801. SEMINAR: INDUSTRIAL RELATIONS RESEARCH METHODOLOGY
- 8802. SEMINAR: INDUSTRIAL RELATIONS SYSTEMS
- 8803. SEMINAR: STAFFING, TRAINING AND DEVELOPMENT
- 8804. SEMINAR: ORGANIZATION THEORY
- 8805. SEMINAR: COMPENSATION AND REWARD
- 8806. SEMINAR: LABOR MARKET THEORY AND RESEARCH
- 8807. SEMINAR: COLLECTIVE BARGAINING AND LABOR RELATIONS
- 8890. INDEPENDENT STUDY IN INDUSTRIAL RELATIONS

## Management (Mgmt)

### 830 Management and Economics

Management and organizational principles are involved whenever people are working toward a common objective. The functions of management are analyzed and examined using case examples of organizational situations and research evidence and theory to develop insights, skill in application of knowledge, and the professional attitudes which enhance management and leadership performance. Most of the course content is applicable to administrative situations in either business or nonbusiness environments.

Courses such as Mgmt 3001, Mgmt 8001, and MBA 8010 are introductory; they may be followed by more specialized and advanced courses. Mgmt 3004 and MBA 8060 are general policy courses designed to help students develop skills in problem identification, analysis, and solution at the general policy level, and skills in strategic planning and direction setting. These skills require students to apply knowledge of frameworks developed in the Mgmt 3004 course as well as skills that require students to draw on knowledge acquired in other subject areas such as accounting, economics, finance, and marketing. These integrating courses are recommended only for students who are about to graduate and who are already acquainted with the various business areas.

- 3001. **FUNDAMENTALS OF MANAGEMENT.** (4 cr, §8001)  
Leadership and management functions such as those required to establish goals, policies, procedures, and plans. Motivation, planning and control systems, and concepts of organizational structure and behavior.
- 3002. **PSYCHOLOGY IN MANAGEMENT.** (4 cr, §8006)  
Behavior principles, methods, and skills fundamental to managerial competence in preventing and solving problems within and between individuals and groups and aid in effective utilization of human resources. Various laboratory procedures are used to study these concepts, methods, and skills and furnish practice in applying them to management problems.
- 3003. **CONFERENCE AND DISCUSSION METHODS IN MANAGEMENT.** (4 cr, §8007; prereq 3002)  
Theory and research relating to the use of conference and discussion methods for line managers in organizations. Stresses theory, methods, and skill building in organizing and conducting problem solving discussions and conferences.
- 3004. **BUSINESS POLICY: STRATEGY FORMULATION AND IMPLEMENTATION.** (5 cr; prereq sr and completion of business core courses or 1 final core course)  
Undergraduate-level capstone course designed to develop skill in the management functions of identifying and analyzing strategic issues and problems, establishing corporate or divisional goals, and designing realistic programs of action. Case analysis and discussion in class. Students also meet in small groups to prepare cases and, occasionally, presentations to be made to the entire class. These concepts as well as concepts, tools, and

## Course Descriptions

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theories previously presented in other courses are applied to solve goal selection and strategy implementation problems. Usually the viewpoint of the general line manager (department, division, or executive level) is taken.

- 3008. ENTREPRENEURSHIP AND THE SMALLER ENTERPRISE.** (4 cr; prereq completion of business core courses or #)  
Assessment of opportunities and constraints in establishing and managing one's own firm; topics include structuring a new venture, buying into an existing enterprise, owning an enterprise versus becoming a principal employee in a new venture. Case method.
- 5101. ADVANCED TOPICS IN MANAGEMENT.** (Cr or [may be repeated for cr]; prereq sr or grad student and #)  
Specialized topics in the field of management; topics vary from quarter to quarter.
- 5175. BUSINESS FORECASTING.** (4 cr; prereq 3001 or 8001 or MBA 8010 and QA 3055 or #)  
Methods of economic, social, and technological forecasting and applications to problems of managerial decision making and planning.

### FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

- 8001. FUNDAMENTALS OF MANAGEMENT**
- 8004. ADVANCED TOPICS IN MANAGEMENT**
- 8006. PSYCHOLOGY IN MANAGEMENT**
- 8007. CONFERENCE AND DISCUSSION METHODS IN MANAGEMENT**
- 8008. ENTREPRENEURSHIP AND THE SMALLER ENTERPRISE**
- 8009. PLANNING AND CONTROL FOR LINE MANAGEMENT**
- 8012. ORGANIZATIONAL BEHAVIOR AND MANAGEMENT ANALYSIS**
- 8018. LINE MANAGEMENT: INITIATING AND IMPLEMENTING ACTION**
- 8021. ORGANIZATIONAL DESIGN AND DEVELOPMENT**
- 8022. CAREER MANAGEMENT**
- 8040. INTERNATIONAL BUSINESS**
- 8101. SEMINAR IN STRATEGIC MANAGEMENT**
- 8102. HISTORY OF MANAGEMENT THOUGHT**
- 8201. FOUNDATIONS OF BUSINESS-GOVERNMENT-SOCIETY**
- 8202. EXTERNAL AFFAIRS MANAGEMENT**
- 8203. RESEARCH TOPICS AND METHODS IN BUSINESS-GOVERNMENT-SOCIETY**
- 8251. BUSINESS RESEARCH METHODS AND TECHNIQUES**
- 8301. SEMINAR IN ORGANIZATIONAL BEHAVIOR**
- 8302. SEMINAR IN ORGANIZATION THEORY**
- 8303. ORGANIZATIONAL RESEARCH SEMINAR**
- 8401. SEMINAR IN STRATEGY FORMULATION**
- 8402. SEMINAR IN STRATEGY IMPLEMENTATION**
- 8403. STRATEGIC MANAGEMENT RESEARCH SEMINAR**
- 8801. SEMINAR: INTERPERSONAL RELATIONS**
- 8802. SEMINAR: MANAGEMENT**
- 8990. READINGS IN MANAGEMENT THEORY AND ADMINISTRATION**
- 8995. GRADUATE RESEARCH IN MANAGEMENT THEORY AND ADMINISTRATION**

## Management Information Systems (MIS)

735 Management and Economics

Management information systems is a field that recognizes information as a resource comparable to capital, labor, land, or other valuable commodities that should be subject to

## Management Information Systems

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managerial planning and control. Study in this field centers on concepts and methods necessary to analyze, design, and manage complex information-decision systems. As preparation for these tasks, MIS courses integrate elements of computer processing technology, systems analysis, statistics, management, operations research, and accounting.

Although a major or specialization in management information systems is not offered at the undergraduate level, students wishing a basic background in this field may wish to pursue the following MIS course sequence: 3098 and 5098, 3300, 5102, 5103. In addition, these electives are recommended: CSci 1100—Introduction to FORTRAN Programming, CSci 3105, 3106—Fundamentals of Algorithms and Languages, OM 3056—Production and Inventory Management.

- 3040. ORGANIZATIONAL USE OF COMPUTERS.** (4 cr; intended for non-MIS majors)  
A nontechnical description of computers and computer systems used in government and business. The kinds of people who work with computers and their activities. Current issues such as privacy, data banks, and point-of-sale systems, and likely future issues such as communications networks, mini and micro computer applications, electronic funds transfer. The history, status, and future of the computer industry.
- 3098. ELEMENTARY COBOL.** (2 cr; offered S-N only; prereq 3040 or 3300, or 3100 or 3100, or 3300 or 3300)  
An introduction to programming in the COBOL language. Using a programmed text in this self-paced course, students complete a set of simple COBOL programs. Consultants assist students and administer quizzes in a laboratory environment.
- 3099. ELEMENTARY FORTRAN.** (2 cr; offered S-N only; prereq 3040 or 3300, or 3100 or 3100, or 3300 or 3300)  
An introduction to programming in the FORTRAN language. Using a programmed text in this self-paced course, students complete a set of simple FORTRAN programs. Consultants assist students and administer quizzes in a laboratory environment.
- 3100. INTRODUCTION TO COMPUTERS AND COMPUTER DATA PROCESSING.** (4 cr, \$5100, \$5300, \$8300)  
Elements of computer hardware and their functions. Computer software. Tools and methods for development of computer applications. Preparing computer programs. Acquisition, organization, and management of computer resources. The computer industry. Future developments.
- 3101. INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS.** (4 cr, \$5101)  
An overview of MIS. Conceptual foundation of MIS including: concepts of information, humans as information processors, systems concepts and information systems, concepts of management and organizational concepts relevant to MIS, decision-making concepts and the value of information for decision making. The structure of an MIS and its development, organization, management, and evaluation. Emphasis on the user/system interface.
- 3131. DATA BASE MANAGEMENT SYSTEMS.** (4 cr; prereq 5103)  
Concepts and methods in the definition, creation, and management of data bases for management information systems. Topics include objectives of data base management, design and evaluation of data base management systems, theory of files, data structures, storage structures, interrogation, responsibilities of the data base administrator, data base integrity, security, and privacy.
- 3132. DATA COMMUNICATIONS SYSTEMS.** (4 cr; prereq 5102)  
Characteristics of transmission facilities and networks, concentrators and multiplexors, terminals, modems and front end processors. Control hardware and software systems. The role of data communications in management information systems.
- 3151. ADMINISTRATION AND CONTROL OF MANAGEMENT INFORMATION SYSTEMS.** (4 cr; prereq 5102 and Mgmt 3001)  
Technical tools and management concepts required in the administration of the information systems function. Topics include the structure and management of computer operations, measurement of operating performance, budgeting and planning, project management techniques for systems and programming, the role of the information processing manager, and personnel selection, training, and compensation.
- 3300. INTRODUCTION TO COMPUTERS AND MANAGEMENT INFORMATION SYSTEMS.** (4 cr, \$3100, \$5100, \$5300)  
A computer appreciation course. Structure and operation of computer systems. Hardware technology and software development. Structure and components of MIS. Computer use in organizations to support operations and management, planning and control, decision making. Issues in managing the development and use of computer systems. Acquiring computer resources. Computer industry and impact on society.
- 5098. INTERMEDIATE COBOL.** (2 cr; prereq 3098; offered S-N only)  
Self-paced course requiring the programming of a structured set of problems using intermediate and advanced features of the COBOL language. Consultants assist students and administer quizzes in a laboratory environment.

## Course Descriptions

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- 5102. INTRODUCTION TO INFORMATION SYSTEMS ANALYSIS.** (4 cr [cr cannot be applied to MBA programs begun after December 15, 1979]; prereq 3098, and 3300 [or 3100 and 3101])  
The phases within the life cycle for development of an information system application. Emphasis on the standards, tools, and techniques required for analysis of information requirements and in logical design. Processing alternatives and alternative approaches to systems design.
- 5103. DATA STRUCTURES AND FILE PROCESSING.** (4 cr [cr cannot be applied to MBA programs begun after December 15, 1979]; prereq 5098, and 3300 [or 3100 and 3101])  
Principles and techniques of data organization, physical representation of data in a computer system, and file processing strategy to meet user information requirements and system performance objectives. Topics include theory of files, data storage devices, record design, sequential and random processing, linked structures, indexing, hashing, balanced search trees, multiattribute search, inverted and multilist file organizations, hierarchic, network, and relational structures, sorting, data compression, and data integrity. Students establish and manipulate data structures at the University computer facility.
- 5199. SOFTWARE ENGINEERING: TESTING SOFTWARE QUALITY.** (4 cr, §CSci 5199; prereq advanced undergrad standing or grad standing, extensive programming experience and #)  
For those concerned with the technical and managerial dimensions of software reliability. Survey of major issues in software reliability and testing with emphasis on use of practical techniques. Includes management issues, program testing, design considerations for testing and reliability, test documentation, documentation and procedure testing, data testing and testing tools.
- 5300. SURVEY OF COMPUTERS AND MANAGEMENT INFORMATION SYSTEMS.** (4 cr [cr cannot be applied to MBA programs begun after December 15, 1979], §3100, §3300, §5100, §8300)  
A computer appreciation course providing technical background for understanding and raising issues treated in later MIS courses. Structure and operation of computer systems. Hardware technology and software development. Tools and methods for developing computer applications. Structure and components of an MIS. Computer use in organizations to support operations and management planning and control, decision making. MIS development, organization, management and evaluation. Acquiring computer resources. The computer industry and the profession. Intended for non-M.B.A. graduate students desiring one course in MIS.

### FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

- 8279. LEGAL ASPECTS OF COMPUTING**
- 8300. COMPUTERS AND MANAGEMENT INFORMATION SYSTEMS**
- 8301. PROGRAM DESIGN AND PROGRAMMING**
- 8302. SYSTEMS ANALYSIS AND DESIGN**
- 8303. DATA STRUCTURES, FILE PROCESSING, AND RETRIEVAL LANGUAGES**
- 8304. MIS ADMINISTRATION**
- 8312. ADVANCED SYSTEMS DEVELOPMENT AND ADMINISTRATION**
- 8313. ADVANCED DATA BASE DESIGN, MANAGEMENT SYSTEMS, AND ADMINISTRATION**
- 8838. MANAGEMENT SCIENCE COLLOQUIUM**
- 8850. TOPICS IN MANAGEMENT INFORMATION SYSTEMS**
- 8985. MIS RESEARCH SEMINAR**
- 8990. READINGS IN MANAGEMENT INFORMATION SYSTEMS**
- 8995. GRADUATE RESEARCH IN MANAGEMENT INFORMATION SYSTEMS**

## Marketing (Mktg)

1235 Management and Economics

The field of marketing is concerned with the flow of goods and services through the economy and the distribution of both industrial and consumer goods. Since more than half of the consumer's dollar goes to pay for marketing services, marketing is a very significant part of the economy, and the efficiency with which marketing activities are carried out has major social implications.

Manufacturers, wholesalers, retailers, and other business firms are faced with the need to formulate marketing policies and to implement them through the development of

marketing strategies and programs. Among the major marketing decision areas are development of the product and expansion of the product line, selection of distribution channels, maintenance and control of a sales organization, development of a promotional program, and establishment of service policies and pricing policies and methods.

Marketing offers a wide range of employment opportunities in sales, advertising, retailing, merchandising, sales promotion, brand management, international marketing, and marketing research. If you are interested in a career in marketing research, marketing management, or product management, you should consider completing an M.B.A. degree.

If you are interested in marketing, in addition to the basic course Mktg 3000, you should take Mktg 3010 and Mktg 3020. If you have specialized interests, you may also wish to take Mktg 3030, Mktg 3050, or Mktg 3065. Mktg 3030 and 3050 are offered according to demand and availability of resources. If you are interested in international marketing you should take BGS 3004.

You may complete electives in fields outside of the School of Management in order to form a program that best meets your needs. Such areas as agricultural economics, economics, geography, home economics, journalism, psychology, sociology, and speech communication may be of interest.

**3000. PRINCIPLES OF MARKETING.** (4 cr, \$8000; prereq Econ 1002 or equiv)

Basic policy and strategy issues in marketing and the environmental factors that affect these issues. Legal, behavioral, ethical, competitive, economic, and technological factors that affect product, pricing, promotion, and marketing-channel decisions.

**3000H. HONORS COURSE: PRINCIPLES OF MARKETING.** (4 cr, \$3000, \$8000; prereq Econ 1002 or equiv, School of Management honors student, or # and  $\Delta$ )

See Marketing 3000.

**3010. BUYER BEHAVIOR AND MARKETING ANALYSIS.** (4 cr; prereq 3000 and DSci 1050 or equiv)

Identifying and applying secondary and primary data to solve marketing problems. Consideration of consumer and organizational buyer behavior. Topics include survey and experimental research techniques, market segmentation, data analysis, behavior concepts and processes, consumer and organizational decision-making models, and managerial applications of these models.

**3020. MARKETING OPERATIONS MANAGEMENT.** (4 cr; prereq 3010)

Development of marketing plans, primarily for manufacturing organizations. Analytical methods for developing and appraising marketing programs, factors important in shaping marketing plans. Planning for selling, communication, distribution, pricing, product development, and marketing research activities.

**3030. SALES AND DISTRIBUTION MANAGEMENT.** (4 cr; prereq 3020)

Design and management of marketing systems for distributing goods and services to industrial users and ultimate consumers. Institutional, functional, and social aspects of distribution channels, with emphasis on the managerial problems of channel design, integration, and control. Managing the personal selling function as an integral part of the overall distribution system, with emphasis on sales force organization, selection, training, motivation, compensation, forecasting, budgeting, and control.

**3050. MARKETING COMMUNICATIONS.** (4 cr; prereq 3020)

The communications aspect of the marketing mix and the communications process. Emphasis on advertising, media alternatives, and research. Integration of the sales force in communications strategy.

**3065. RETAIL MANAGEMENT.** (4 cr, \$8065; prereq 3010)

Retailing principles, problems, and trends as they relate to various types of retailing institutions. Assignment of trade journal and supplementary readings for in-store study (buying and pricing) with a local retailer.

**3090. MARKETING TOPICS.** (4 cr [may be repeated for cr]; prereq 3010 and #)

Selected topics and problems of current interest considered in depth. Class discussion and course projects. Topics vary from quarter to quarter, depending on the instructor.

## FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

**8040. INTERNATIONAL BUSINESS**

**8060. MARKETING SYSTEMS**

**8076. SALES MANAGEMENT**

**8078. MARKETING COMMUNICATIONS**

**8086. PRODUCT POLICY**

## Course Descriptions

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- 8090. MARKETING TOPICS
- 8095. MARKETING RESEARCH
- 8096. MARKETING RESEARCH: ADVANCED ANALYSIS AND FIELDWORK
- 8098. INTRODUCTION TO CONSUMER BEHAVIOR
- 8800. SEMINAR: MARKETING THEORY
- 8810. SEMINAR: CONSUMER BEHAVIOR
- 8820. SEMINAR: SOCIAL AND ECONOMIC ASPECTS OF MARKETING
- 8990. READINGS IN MARKETING
- 8995. GRADUATE RESEARCH IN MARKETING

## Operations Management (OM)

735 Management and Economics

Most organizations have operating units that are responsible for providing the goods or services needed to carry out their functions. Managers of these operating units must analyze and improve their unit's performance. Courses in operations management deal with the methods, techniques, and general principles that contribute to the efficient running of such departments. Course work emphasizes two themes: 1) a management perspective, examining the various operating functions and related decisions, and 2) the application of scientific/analytic approaches to operations management.

While traditionally this area has emphasized manufacturing, OM also encompasses service industries or components of business that require planning and control of operating processes.

Since OM functions are basic to all enterprises and interface with all other business functions, students expecting to pursue any type of business career will benefit by taking these courses. Graduate students majoring in OM will find opportunities in both line and staff positions in business and industry.

- 3000. INTRODUCTION TO OPERATIONS MANAGEMENT. (4 cr)  
Concepts and principles related to the management of operations functions, taught from a managerial perspective. Examples from service industries, nonprofit organizations, and manufacturing. Relationships to the environment and other functional areas, such as marketing and finance. Topics include operations strategy, forecasting, process selection, capacity management, scheduling, quality planning and control, inventory management, productivity and work standards.
- 3041. PROJECT MANAGEMENT (4 cr; prereq 3000 or #)  
Principles and methods useful for planning and controlling a project. Topics include developing a project plan, resource planning and scheduling, and project monitoring and evaluation. Various computerized packages, including PERT and CPM. Examples of different types of projects from manufacturing and service industries.
- 3056. PRODUCTION AND INVENTORY MANAGEMENT. (4 cr; prereq 3000 or #)  
The functions of forecasting, inventory control, materials requirements planning, capacity planning, and scheduling. Taught from a planning and control point of view with applications in manufacturing and service industries. Computer packages used and evaluated.

### FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

- 8041. PROJECT MANAGEMENT
- 8056. PRODUCTION AND INVENTORY MANAGEMENT
- 8057. PROCESSES, TECHNOLOGY, AND INNOVATION IN THE OPERATIONS FUNCTION
- 8058. OPERATIONS STRATEGY
- 8059. QUALITY MANAGEMENT
- 8215. OPERATIONS FORECASTING
- 8220. INVENTORY MANAGEMENT

- 8221. RESOURCE PLANNING AND SCHEDULING
- 8850. TOPICS IN OPERATIONS MANAGEMENT
- 8900. FOUNDATIONS FOR RESEARCH IN OPERATIONS MANAGEMENT I
- 8901. FOUNDATIONS FOR RESEARCH IN OPERATIONS MANAGEMENT II
- 8990. READINGS IN OPERATIONS MANAGEMENT
- 8995. GRADUATE RESEARCH IN OPERATIONS MANAGEMENT

## Risk Management and Insurance (Ins)

### 837 Management and Economics

Risk management deals with the identification, measurement, and treatment of the property, liability, and personnel risks facing businesses, nonprofit organizations, federal, state, and local governments, and individuals or families. Insurance is the most important and most complex tool used to handle this class of risks.

Career opportunities in risk management and insurance include the following occupations: (1) underwriters, claims adjusters, actuaries, investment analysts, accountants, office managers, pension consultants, agents, brokers, and other positions in the private insurance industry; (2) risk managers for large firms, nonprofit organizations, and government units that are becoming more aware of the need for a rational risk management program; (3) consultants, including consulting actuaries, employee benefits specialists, and risk management consultants; (4) employees of government organizations that regulate the private insurance industry or administer social insurance programs; and (5) educators and research personnel.

Many professionals in areas other than risk management and insurance may find that handling insurance matters for their firm will become a part of their responsibility or that their activities affect the operations of the risk manager and vice versa. In their personal lives all individuals will be risk managers. Finally, as evidenced by the extent of government regulation and social insurance programs, all citizens have reason to be interested in the public policy aspects of risk management and insurance. For these reasons, risk management and insurance courses can also be useful to students who do not intend to specialize in this area.

The introductory risk management and insurance course is consumer oriented. The actuarial science courses are designed for students interested in that field. The other courses should interest both consumers and those students intending to enter the insurance business.

If you wish to concentrate in risk management and insurance, you are encouraged to complete at least two courses in addition to the introductory course, Ins 3100. The two courses should be selected from the following three: Ins 3200, Ins 3210, or Ins 3220.

If you have a special interest in actuarial science, you should complete Ins 5230 and Ins 5231 in addition to Ins 3100.

#### 3100. RISK MANAGEMENT AND INSURANCE. (4 cr, §8100)

How to recognize and evaluate the property, liability, and personnel risks facing a business, a nonprofit organization, a government unit, or an individual or family. The tools of risk management—mainly retention, loss control, and insurance—and the conditions under which they should be used. How to select and deal with an insurer. Public policy issues such as availability of insurance, insurance pricing, and social insurance.

#### 3200. LIFE AND HEALTH INSURANCE. (4 cr, §8200; prereq 3100 or equiv)

Types, uses, and major provisions of individual life and health insurance contracts. Insurance and pension components of employee benefit plans, characteristics and regulation. Programming and estate planning. Business uses of individual life and health insurance. Selection of a life and health insurer.

#### 3210. ECONOMIC AND SOCIAL SECURITY. (4 cr, §8210, §Econ 5534)

Nature and causes of economic insecurity and poverty. Details and economic and social implications of private and public programs, with emphasis on public programs such as Old Age, Survivors, Disability and Health Insurance (Social Security), workers' compensation insurance, unemployment insurance, and public assistance programs.

## Course Descriptions

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- 3220. PROPERTY AND LIABILITY INSURANCE.** (4 cr, §8220; prereq 3100 or equiv)  
Types of property and liability losses and their measurement. Legal doctrines and statutes creating liability risks for business firms, families, and other units. Analysis of major property and liability insurance contracts and self-insurance alternatives. How property and liability insurance is priced and marketed. Selection of insurers and service organizations. Public policy issues such as availability of insurance, insurance pricing, automobile compensation, and workers' compensation systems.
- 5230. LIFE CONTINGENCIES I.** (4 cr, §Math 5057; prereq Math 1211 and 1221, plus Math 1231 or 1131 or #)  
How to calculate net premiums, gross premiums, reserves, and nonforfeiture values for major life insurance contracts. The impact of assumed mortality, interest, and expense assumptions on these items.
- 5231. LIFE CONTINGENCIES II.** (4 cr, §Math 5058; prereq 5230 or #)  
Advanced topics such as compound interest and annuities certain, the measurement of mortality, life insurance and annuity premiums and reserves. Multilife functions. Population problems and multiple-decrement theory.

### FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

- 8100. RISK MANAGEMENT AND INSURANCE I**
- 8101. RISK MANAGEMENT AND INSURANCE II**
- 8200. LIFE AND HEALTH INSURANCE**
- 8210. ECONOMIC AND SOCIAL SECURITY**
- 8220. PROPERTY AND LIABILITY INSURANCE**
- 8800. SEMINAR: RISK MANAGEMENT AND INSURANCE**
- 8990. READINGS IN RISK MANAGEMENT AND INSURANCE**
- 8995. GRADUATE RESEARCH IN RISK MANAGEMENT AND INSURANCE**

See also IR 8025. EMPLOYEE BENEFITS AND ADMINISTRATION

## Transportation and Business Logistics (Tran)

### 735 Management and Economics

Transportation is a vital factor in many phases of economic activity. Annual expenditures for private and for-hire transportation in the United States exceed \$460 billion, apportioned about equally between movement of persons and of property, and constitute one-fifth of the gross national product.

The transportation modes are in an era of intense competition and advanced technological development, enabling the production of new and improved services. The great growth of private transportation on highways and waterways has created both opportunities and problems. Legislation, including economic regulation, has established the framework within which the varied transportation activities are conducted and is in the process of undergoing substantial change. Transportation also has great energy and environmental implications for society.

Management of transportation by business enterprises, government agencies, and other organizations requires specialized knowledge and highly developed analytical skills for optimum results. Management tasks in the transportation field involve the efficient and economical procurement and use of transportation services and the development and operation of business logistics systems for the flow of raw materials, parts, semifinished goods, and finished goods, including control of total costs relating to this flow.

A wide variety of managerial and professional career opportunities exist with carriers, users of transportation services (industry and government), federal and state regulatory commissions, trade associations, chambers of commerce, consulting firms, and public authorities (federal, state, and local) concerned with the planning and use of transportation facilities. Qualified individuals find that research and teaching opportunities in the transportation field are good also.

## Transportation and Business Logistics

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If you are interested in preparing for a career in this area, you are encouraged to complete at least three courses in the field in addition to the core course, Tran 3054.

- 3054. FUNDAMENTALS OF TRANSPORTATION.** (4 cr. §8154; prereq Econ 1002 or equiv)  
Organizational and economic aspects of the transportation system of the United States including rail, highway, air, pipeline, and water transportation. Administration of transportation by users, providers (carriers), and government.
- 3064. BUSINESS LOGISTICS.** (5 cr. §8264; prereq 3054)  
Control of the flow of physical products by the firm. Topics include rate negotiation, transportation alternatives, logistics information systems, inventory control, warehouse operations and location, and logistics system design.
- 3084. CARRIER MANAGEMENT.** (5 cr. §8284; prereq 3054)  
Managerial problems of rail, highway, air, and water carriers. Topics include problems associated with carrier organization, operations, traffic and sales, finance and control, labor relations, public policy issues, and shipper-carrier interface.
- 5134. TRANSPORTATION AND BUSINESS LOGISTICS TOPICS.** (4 cr [may be repeated for cr]; prereq 3054 or 8154 and #)  
Specialized topics in the field of transportation and business logistics. Topics vary from quarter to quarter.
- 5194. GOVERNMENT PROMOTION AND SUBSIDY OF TRANSPORTATION.** (4 cr; prereq 3054 or 8154 or #)  
The need for, form of, administration of, and impact of government promotion and subsidy of rail, highway, air, water, and urban transportation in the United States.
- 5195. GOVERNMENT ECONOMIC REGULATION OF TRANSPORTATION.** (4 cr; prereq 3054 or 8154)  
The need for, form of, administration of, and impact of government economic regulation of rail, highway, air, pipeline, and water transportation in the United States.

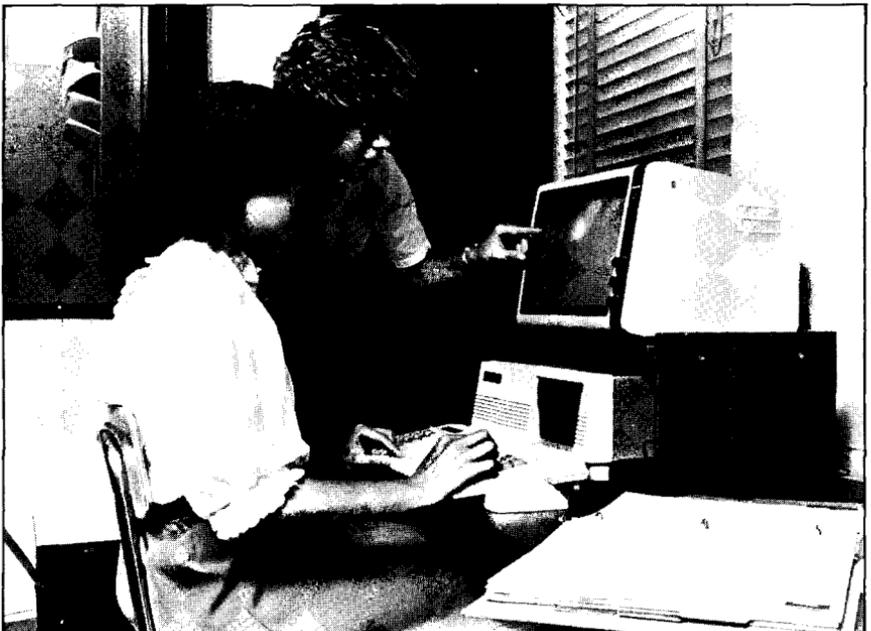
### FOR GRADUATE STUDENTS ONLY

(For course descriptions, see the *Graduate School Bulletin*)

- 8154. FUNDAMENTALS OF TRANSPORTATION**
- 8264. BUSINESS LOGISTICS**
- 8284. CARRIER MANAGEMENT**
- 8804. SEMINAR: TRANSPORTATION AND BUSINESS LOGISTICS**
- 8990. READINGS IN TRANSPORTATION AND BUSINESS LOGISTICS**
- 8995. GRADUATE RESEARCH IN TRANSPORTATION AND BUSINESS LOGISTICS**



Students meet to prepare a small-group project.



Information management skills are applied through use of microcomputers.

# Faculty

## Department of Accounting

Andrew D. Bailey, Jr., Chair, Department of Accounting;  
Director, Accounting Research Center

### *Professor*

Andrew D. Bailey, Jr., Ph.D. (Ohio State University), C.P.A., C.M.A., C.I.A.  
R. Glen Berryman, Ph.D. (University of Illinois), C.P.A., C.I.A.  
Gordon B. Davis, Ph.D. (Stanford University), C.P.A.  
John W. Dickhaut, Ph.D. (Ohio State University)  
Jack Gray, Ph.D. (Ohio State University), C.P.A.  
Charles R. Purdy, Ph.D. (University of Minnesota), C.P.A.  
Shyam Sunder, Ph.D. (Carnegie-Mellon University)

### *Associate Professor*

Grover Cleveland, D.B.A. (Indiana University), C.P.A.  
James S. Jordan, Jr., Ph.D. (Northwestern University)  
Edward Joyce, Ph.D. (University of Illinois)  
Chandra Kanodia, Ph.D. (Carnegie-Mellon University)  
Robert Vigeland, Ph.D. (Columbia University), C.P.A.  
William Wright, Ph.D. (University of California, Berkeley)

### *Assistant Professor*

Matthew Anderson, Ph.D. (Michigan State University)  
Lane Daley, Ph.D. (Washington State University), C.P.A.  
Gordon Duke, Ph.D. (University of Georgia), C.P.A.  
Doris L. Holt, Ph.D. (University of Michigan), C.P.A.

### *Coordinator of Undergraduate Studies in Accounting*

Dennis Daly, M.B.A. (University of Detroit), C.M.A.

## Department of Finance and Insurance

John H. Kareken, Chair

### *Professor*

Gordon J. Alexander, Ph.D. (University of Michigan), Finance  
L. Uri Dothan, Ph.D. (Harvard University), Finance  
John H. Kareken, Ph.D. (Massachusetts Institute of Technology), Finance  
Timothy J. Nantell, Ph.D. (University of Wisconsin), Finance  
Andrew F. Whitman, Ph.D. (University of Wisconsin), Insurance  
C. Arthur Williams, Jr., Ph.D. (Columbia University), Insurance

### *Adjunct Professor*

John H. Boyd, Ph.D. (University of Pennsylvania), Finance

### *Associate Professor*

James M. Gahlon, Ph.D. (University of Illinois), Finance  
Patrick J. Hess, Ph.D. (University of Chicago), Finance  
Peter Rosko, Ph.D. (University of Michigan), Finance

### *Assistant Professor*

Sumru Altüg, Ph.D. (Carnegie-Mellon University), Finance  
Dongsae Cho, Ph.D. (University of Illinois), Insurance  
Cheol S. Eun, Ph.D. (New York University), Finance  
Haim Reisman, Ph.D., (Hebrew University), Finance  
Bruce G. Resnick, D.B.A. (Indiana University), Finance  
Paul A. Richardson, Ph.D. (Harvard University), Finance  
Scott R. Ulman, Ph.D. (Northwestern University), Finance

## Faculty

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### *Adjunct Assistant Professor*

Evelyn F. Carroll, Ph.D. (Michigan State University), Finance  
Bruce Smith, Ph.D. (Massachusetts Institute of Technology), Finance

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