

1980-82 UNIVERSITY OF MINNESOTA BULLETIN



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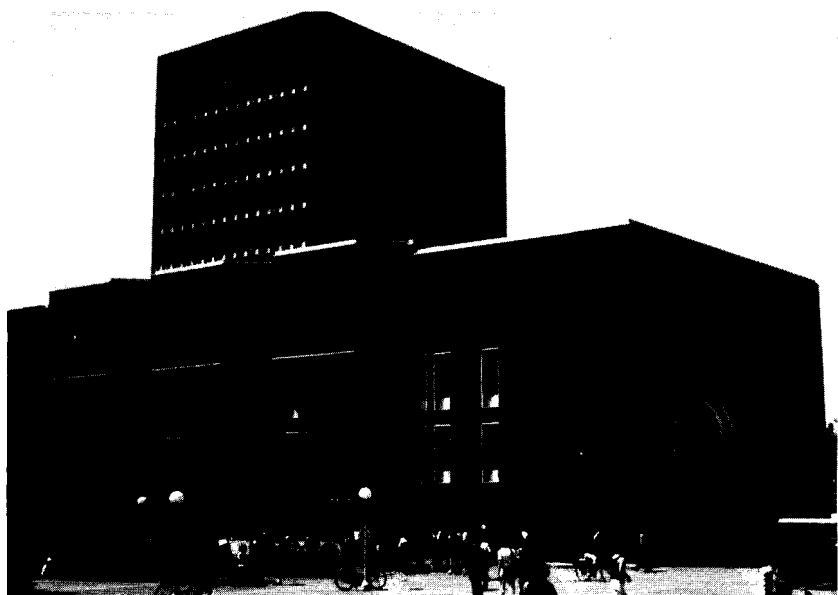
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College and Graduate School
of Business Administration

UNIVERSITY OF MINNESOTA

How to Use This Bulletin

This bulletin describes the programs and policies of the College of Business Administration. Students are responsible for all information contained in this bulletin that affects them.

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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, creed, color, sex, national origin, or handicap. In adhering to this policy, the University abides by the requirements of Title IX of the Education Amendments of 1972, by Section 504 of the Rehabilitation Act of 1973, 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, 100 Church Street S.E., University of Minnesota, Minneapolis, Minnesota 55455, (612) 373-7969, or to the Director of the Office of Civil Rights, Department of Health, Education, and Welfare, 330 Independence Avenue S.W., Washington, D.C. 20201.

College and Graduate School of Business Administration

I. GENERAL INFORMATION

History of the College

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 (later renamed College 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.

The college is well-situated for teaching and research in business. As part of a large University and as a result of being located in a large metropolitan area, the college 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 college to sit on the Board of Overseers, thus making their expertise available to the college.

Objectives

The primary mission of the College of Business Administration is to improve the Minnesota economy, which is the base of its operations. The college does this by helping state institutions—business firms, labor unions, government and nonprofit agencies—to improve their management. To accomplish this, the college 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 college. The specific objectives of the undergraduate programs are:

- to encourage a broad-based liberal education;
- to orient students to the functional and environmental aspects of business enterprise and to equip them with basic administrative skills; and

General Information

—to prepare graduates to enter careers in business and administration or to pursue graduate study in the field.

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 college also offers, through the Graduate School, doctor of philosophy degrees in business administration and in industrial relations.

Organization

The College and Graduate School of Business Administration consists of the Office of the Dean, six academic departments, and several research and service centers, described briefly below.

Office of the Dean—This office includes the dean, associate dean, director of external relations, directors of graduate study, administrative assistants, undergraduate and graduate advisers, personnel in the financial records and placement offices, and supporting staff.

Departments—The six departments of the college are:

Accounting

Finance and Insurance

Industrial Relations

Management, Transportation, and Business, Government and Society

Management Sciences (Management Information Systems, Operations Management, and Quantitative Analysis)

Marketing and Business Law

Research and Service Centers

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

Center for Experimental Studies in Business (1235 Business Administration Building)—The center houses behavioral laboratories, and equipment and facilities for conducting business-related experiments and surveys. It receives professional assistance and financial support from large marketing-oriented firms in the Twin Cities metropolitan area.

Computer and Technical Services (90 Blegen Hall)—Three computers are available for use by students and faculty members of the college. The West Bank Computer Center provides high speed remote access to the University's CDC CYBER 74/172 research and teaching computer complex. Additional medium speed remote job entry stations to the CYBER 74 are also available. A nearby time-sharing laboratory provides access to the University's 175-port CDC CYBER 170-720 educational system and the MECC CYBER 73 system, which provides 375 ports to all levels of education in the state of Minnesota. Numerous mini and micro computers on campus are also available for special projects.

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

Division of Research (225 Business Administration Building)—This division coordinates research activities for the college and includes the Bureau of Business and Economic Research. The division publishes *BA News*, a quarterly bulletin distributed to members of the business community and alumni, along with occasional research, conference, symposia, reprint, and working papers.

Executive Development Center (324 Business Administration Building)—This center offers a variety of noncredit educational programs for practitioners in both business and nonprofit organizations. These include:

- Minnesota Executive Program: a six-week off-campus residential program dealing with corporate strategy for senior executives.
- Minnesota Management Institute: a four-week residential management program aimed at those in upper middle management positions and focusing on operational, behavioral, and functional management skills.
- Management Seminar Program: a series of one- to ten-day workshops, seminars, and conferences dealing with specialized topics designed for middle and upper level managers.

Industrial Relations Center (537 Business Administration Building)—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.

A specialized resource and reference library, the Industrial Relations Reference Room (309 Business Administration Building), maintains a unique collection of materials not duplicated in other libraries of the University and serves students and faculty members as well as business and labor publics.

The Labor Education Service and Employer Education Service are units of the center. The Labor Education Service conducts conferences, institutes, and short courses for labor union representatives; produces videotapes for documentary and classroom use; and publishes reports. The Employer Education Service provides similar services for employers.

Keypunch Facility (86 Business Administration Building)—Keypunch services are available for students, administrators, faculty members, and researchers. The keypunch facility is also open for those who wish to do their own keypunching.

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.

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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 books dealing with business subjects owned by the University.

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

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 Division on the fourth floor of Wilson Library. Indexes, bibliographies, and reference assistance are available in this division.

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, catalogs of other colleges of business, 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 available on microfiche. Several microfiche readers are available. The card catalog includes information about books that are added to the business collection. Reference help is available, and patrons will be referred to other collections if appropriate.

The Deloitte Haskins and Sells Tax Research Room is adjacent to the Business Reference Service. It contains basic 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.

Student Personnel Services

Advising—The College of Business Administration offers centralized student personnel and advising services for all undergraduate students currently enrolled in or interested in CBA day school or evening programs. Adviser offices are located in 225 Business Administration Building. Adviser appointments may be scheduled by telephoning 373-3701.

All undergraduate students in the college are encouraged to meet with an adviser when questions arise pertaining to academic or personal matters.

Undergraduate students in the B.S.B.-Accounting program are assigned an adviser from among the senior faculty members of the Department of Accounting. These faculty members should be consulted about questions concerning the field of accounting.

Additional University of Minnesota advising offices are listed in the current *General Information Bulletin*.

Career Counseling and Placement (260 Business Administration Building)—The college maintains a Career Counseling and Placement Office for its students and alumni. Career literature, information on many companies throughout the United States, and career counseling 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 Counseling and Placement Office. Assistance is also provided for alumni who wish to change jobs.

Inquiries about employment should be addressed to the Director of Placement, College of Business Administration, 260 Business Administration Building, 271 19th Avenue South, University of Minnesota, Minneapolis, Minnesota 55455.

Student Organizations

A well-rounded college education should include more than satisfactory performance in formal classwork. You may find opportunity for valuable experience and personal growth through participation in University activities outside the classroom. Within the College of Business Administration 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 is the undergraduate student governing body in the College of Business Administration. The Business Board acts as an agent to channel student input into administrative and faculty decisions. Its members serve on various college committees and are responsible for planning and organizing Business Week and other activities of student concern. All undergraduate students registered in the College of Business Administration are urged to inquire in the college office about information regarding procedures for nomination and election to the board.

Other student organizations within the college work closely with the Business Board to coordinate and promote their common interests. These organizations may be contacted through the office of the Business Board or the dean.

AIIESEC—The International Association of Students in Economics and Management is one of the largest nonprofit student organizations in the world. AIIESEC strives to develop international good will and cooperation by offering foreign work internships in 57 countries. Membership is available from the freshman through graduate student level. The majority of members are business and economics students.

Alpha Kappa Psi—A national professional business fraternity, this coeducational group brings together people with a common interest in business careers. This chapter has been active on campus since 1922, enriching the collegiate experiences of students through social and professional activities and helping to prepare students for professional practice. Prominent local business leaders are featured at professional dinners throughout the year. Additionally, tours, seminars, and opportunities for participation in community service projects are available. Meetings are held at 7 p.m. on Monday nights at the chapter house, 1116 5th Street S.E., Minneapolis.

American Marketing Association—The student chapter of the American Marketing Association focuses on interaction with marketing professionals in the community. At each chapter meeting a speaker is featured from an area of marketing. Association activities are designed to give students an opportunity to increase their knowledge of marketing as a career and to provide fellowship with other students and business professionals.

Business Association of Minorities—This association brings together people interested in meeting the academic, political, and social needs of minority students pursuing a degree in business administration. Business majors as well as prebusiness majors may join. Meetings are held biweekly during the academic year.

CBA Communique—The *Communique*, a quarterly magazine published by students in the College of Business Administration, serves as a communication medium between the faculty, students, and staff of the college. Students have the opportunity to expand their communication, sales, and organizational skills. The *Communique* welcomes the participation of enthusiastic students who are willing to contribute and share their ideas and time.

Delta Sigma Pi—All students majoring in the fields of business administration and economics may share their similar interests by joining this nonresidential professional fraternity. The group sponsors a variety of scholastic, professional, social, and athletic activities.

General Information

Iota Rho Chi—Graduate students in industrial relations are represented by this professional fraternity. 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 students and faculty members in the Graduate School of Business Administration and the business community.

Minnesota Accounting Association—For students interested in accounting, this group offers an opportunity to bridge the gap between the academic and practical aspects of the profession. At the quarterly meetings speakers or panels discuss accounting problems, professional opportunities, and other current topics.

Phi Delta—Students majoring in business administration, business education, or economics, or pursuing a business sequence in University College are eligible 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 attempts to promote the study of scientific management and its economic, social, and psychological implications. Members prepare and present papers on management problems and meet with Twin Cities industrialists.



Jane Evans, group vice president for apparel, General Mills, Inc., delivers the keynote address to students, faculty members, and representatives of local business organizations at the 20th annual Business Day banquet.

II. ADMISSION, ACADEMIC REGULATIONS, AND DEGREE PROCEDURES

Admissions Policy

The College and Graduate School of Business Administration 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.

Undergraduate Programs

ADMISSION REQUIREMENTS

Students are considered for admission to the undergraduate curricula of the College of Business Administration after satisfactory completion of a prebusiness program. Prebusiness 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.

To be considered for admission to the College of Business Administration, you must have met each of the following requirements by the time you apply:

1. Completed 80 transferable credits.
2. Made satisfactory academic progress and earned a minimum grade point average overall of 2.50 for the B.S.B.-Regular program or 2.70 for the B.S.B.-Accounting program.
3. Completed all but three of the prebusiness courses listed below, with no deficiencies existing in the mathematics, economics, accounting, and managerial statistics requirements. Demonstrated proficiency in these business-related subject areas will enhance your chance for admission.

The prebusiness program includes prerequisites for business 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 undergraduate CBA degree, with the exception that CBA accepts a maximum of 12 credits of physical education course work and only the credits earned in the first introductory course in statistics (e.g., QA 1050) toward the degree. Courses in certain departments numbered 3000 or above are often considered introductory courses in statistics. You are advised to consult the CBA advising unit about acceptance of such courses.

Deadlines for applying to the program are July 15 for fall quarter admission, October 15 for winter quarter admission, and January 15 for spring quarter admission.

Because of resource limitations, the College of Business Administration establishes enrollment limits.

REQUIRED PREBUSINESS COURSES

Business Courses—14 credits (A-N grading required)

- Acct 1024, 1025—Principles of Financial Accounting I, II
- Acct 1051—Managerial Accounting
- QA 1050—Elementary Managerial Statistics

Admission, Academic Regulations, and Degree Procedures

Communication, Language, Symbolic Systems

A. *Freshman English*—8-12 credits

Comp 1001, 1002—Introductory Composition
(or) Comm 1001-1002—Communication
(or) exemption from the requirement

Comp 1027—Intermediate Composition (or) Comp 3030—Writing for Business
(required of all students who desire admission to the B.S.B.-Accounting program)

B. *Mathematics*—Course work to include calculus (A-N grading required). Generally, students may elect one of the following options:

1. Math 1111—College Algebra and Analytical Geometry (and) Math 1142—Short Calculus
2. Math 1131—Finite Mathematics (and) Math 1142—Short Calculus
3. Math 1211—Calculus I (and) Math 1221—Calculus II

Option 3 is appropriate for students desiring an in-depth study of the principles of differential and integral calculus.

Physical and Biological Sciences—8 credits (to include one laboratory course marked with an asterisk)

Ast 1011, 1015*, 1021, 1025*, 1201

Biol 1011*, 1101, 1102, 1103*, 1104, 1105, 1106*, 1107

Bot 1009, 1012, 3003*, 3071

Chem 1001*, 1002*, 1004*, 1005*, 1031*, 1032*

EBB 3004, 3101

FScN 1012

GCB 3002, 3022, 5030*

Geo 1001*, 1002*, 1007, 1008, 1011, 1012, 1013, 1014, 1111, 1601, 3112, 3401

Geog 1425, 3431, 5423

NSci 3011*, 3101, 3301

Phys 1004, 1005*, 1014, 1015*, 1024, 1025*, 1031, 1035*, 1032, 1036*, 1061, 1065*,
1071, 1075*, 1104, 1107*, 1105, 1108*, 1106, 1109*, 1121, 1123*, 1122, 1124*,
1271, 1281, 1275*, 1285*, 1295*, 3801*, 5091*

Psy 3031, 3061

WoSt 3001

The Individual and Society—15-17 credits (A-N grading required). Students must complete all four courses.

Econ 1001, 1002—Principles of Macroeconomics, Microeconomics

Psy 1001—General Psychology

Soc 1001—Introduction to Sociology

Literary and Artistic Expression—8 credits

Afro 1301, 3055, 3057, 3101, 3102, 3105, 3108, 3301, 5201, 5301, 5595, 5597

Amln 3221, 3242, 5214, 5215

AmSt—all courses except 1920, 3920, 3970

Arch 1021, 1022, 1023, 5051, 5052, 5053, 5054, 5055, 5056

Arth—all courses except 5950, 5960, 5970, 5990

ArtS—all courses except 3970, 3980, 5970

Chic 3507, 3508, 3510, 3511, 3513

ClaS 3081, 3082, 3083, 3152, 3162, 3181, 3182, 3183, 5002, 5003, 5081, 5082, 5083,
5102, 5103, 5104, 5105, 5106, 5107, 5108, 5109, 5115, 5400

CICv 3940

CLit 5111, 5112, 5311, 5321, 5331, 5332, 5518, 5588, 5591

Comp 1111, 1112, 1113, 1114, 3101, 3104, 5101, 5102, 5103, 5104, 5105, 5106

CSci 3002

Dsgn 1501, 1521, 1541

Engl—all courses except 1005, 3851, 3963, 3970, 3980, 5211, 5815, 5821, 5831, 5843, 5851, 5860, 5871, 5876

Hum—all courses except 1101, 3009, 3044, 3061, 3099, 3204, 3501, 3502, 3503, 3910H, 3970, 3980, 5023, 5030, 5910

Jour 5171, 5221, 5606

Mus—all courses except 3970, 3980, 5950

PE 1515, 1615, 1715, 1517, 1518, 1618, 1718, 3180, 3390, 3391, 3392, 3395, 3396, 3397

Phil 3502, 5501, 5512, 5911

Spch 1104, 3201, 3202, 3203, 3204, 5204, 5221

Th—all courses except 3412, 3980, 5950, 5970

WoSt 3103, 3501, 3502, 3631, 3701, 5011

APPLICATION PROCEDURES

Each student receives a New Student Status Sheet when admitted to the College of Business Administration. The New Student Status Sheet indicates terms of admission and credits accepted. If you apply for admission and are not accepted, you will receive a notice explaining the reasons for the denial.

When applying, you must indicate your intended degree program: B.S.B.-Regular or B.S.B.-Accounting. You will be considered for admission only to the program for which you applied. You may petition to change degree programs two quarters after admission on the condition that you have maintained acceptable standards of academic performance.

Change of College Within the University—If you are a prebusiness student currently enrolled in another unit of the University of Minnesota, you should apply to transfer to the College of Business Administration early in your last quarter of prebusiness work. A Change of College Within the University form is available for this purpose at the Office of Admissions, 240 Williamson Hall, 231 Pillsbury Drive S.E., University of Minnesota, Minneapolis, Minnesota 55455.

Transfer From Other Institutions—If you are transferring from outside the University to the College of Business Administration, you must submit an Application for Advanced Standing, available at the Office of Admissions, 240 Williamson Hall, 231 Pillsbury Drive S.E., University of Minnesota, Minneapolis, Minnesota 55455. 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 \$10 nonrefundable credentials examination fee must accompany your advanced standing application.

Credits completed at other institutions that are acceptable for transfer to the College of Business Administration 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 prebusiness 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 dean's office. An appropriate faculty member will make the evaluation.

Foreign Study Credits—Credits earned at recognized institutions of learning abroad may be transferred to CBA if such work meets specific lower division distribution requirements or upper division elective requirements, as determined by the director 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 percent 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 CBA advising unit.

Admission, Academic Regulations, and Degree Procedures

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 college.

Generally, adult special students admitted to the College of Business Administration must have a bachelor's degree or business experience. 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 dean's office 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 College of Business Administration are August 15 for fall quarter admission, November 15 for winter quarter admission, and February 15 for spring quarter admission.

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 College of Business Administration. The college offers an extensive selection of credit and noncredit undergraduate courses in the evening. You may complete all course requirements for the baccalaureate degree in business administration through evening classes, but if planning to do so, you must be formally admitted to CBA. As an extension student, you should complete the prebusiness requirements early in your program and apply to the college after fulfilling the 80 credits required for admission. CEE application forms are available in the Extension Counseling office, 314 Nolte Center, 315 Pillsbury Drive S.E., University of Minnesota, Minneapolis, Minnesota 55455; 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 CBA as a day school student and wish to complete the degree program requirements in evening classes, you must notify the staff of the dean's 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 College of Business Administration. The college accepts a maximum of 16 credits of upper division business course work that has been completed through correspondence study toward the B.S.B. degree.

DEGREE REQUIREMENTS

To graduate from the College of Business Administration you are required to:

1. Complete a minimum of 180 quarter credits, 76 of which must be at the upper division level (courses numbered 3000 or above).
2. Complete the final 45 credits of the degree program at the University of Minnesota.
3. Complete a minimum of 40 credits in upper division College of Business Administration courses for the degree program after admission to the college.
4. Earn a minimum grade average of C (2.00) overall, in all work taken after admission to the College of Business Administration, and in all upper division business administration courses.

REQUIRED UPPER DIVISION COURSES

Bachelor of Science in Business—Regular Program

24 credits of specified core courses (A-N grading required):

- BFin 3000—Finance Fundamentals
- BGS 3002—Business and Society
- Econ 3101—Microeconomic Theory (or) BGS 3001 or Econ 3105—Managerial Economics (only one may be taken for credit)
- Mgmt 3001—Fundamentals of Management
- Mktg 3000—Principles of Marketing
- QA 3055—Introduction to Management Sciences

Any four courses (16 cr) from the following (A-N grading required):

- BLaw 3058—Introduction to Law, and the Law of Contracts and Agency
- Ins 3100—Risk Management and Insurance
- IR 3002—Industrial Relations Systems: Labor Markets and the Management of Human Resources
- Mgmt 3004—Business Policy: Strategy Formulation and Implementation
- MIS 3100—Introduction to Computers and Computer Data Processing (or, but not both) MIS 3101—Introduction to Management Information Systems
- OM 3000—Introduction to Operations Management
- Tran 3054—Fundamentals of Transportation

20 credits of business administration elective courses (A-N grading required for all courses in this area with the exception of Mgmt 5101). These must be at the upper division level and must be in at least two different subject areas in the College of Business Administration.

8 credits of courses numbered 3000 and above in one of the following departments: economics, mathematics, psychology, or sociology.

8 transferable credits of courses numbered 3000 and above from CLA, IT, or the College of Agriculture. These need not all be in one area.

Additional transferable elective credits (upper division or lower division) from CLA, IT, or the College of Agriculture to complete the 180 required for graduation.

Bachelor of Science in Business—Accounting Program

24 credits of specified core courses (A-N grading required):

- BFin 3000—Finance Fundamentals
- BGS 3002—Business and Society
- Econ 3101—Microeconomic Theory (or) BGS 3001 or Econ 3105—Managerial Economics (only one may be taken for credit)
- Mgmt 3001—Fundamentals of Management
- Mktg 3000—Principles of Marketing
- QA 3055—Introduction to Management Sciences

12 or 13 credits (three courses) from the following (A-N grading required):

- BLaw 3058—Introduction to Law, and the Law of Contracts and Agency
- Ins 3100—Risk Management and Insurance
- IR 3002—Industrial Relations Systems: Labor Markets and the Management of Human Resources
- Mgmt 3004—Business Policy: Strategy Formulation and Implementation
- OM 3000—Introduction to Operations Management
- Tran 3054—Fundamentals of Transportation

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16 credits of the following specified accounting courses (A-N grading required):

- Acct 3101—Accounting Theory and Practice I
- Acct 3102—Accounting Theory and Practice II
- Acct 3201—Cost Accounting
- Acct 5125—Auditing Principles and Procedures

12 credits (three courses) of accounting elective courses (A-N grading required). Acct 3199 and 3299 may not be used to satisfy this requirement.

5 credits in management information systems courses:

- MIS 3099—Programming Computers Using FORTRAN (S-N grading only)
- MIS 3100—Introduction to Computers and Computer Data Processing (A-N grading required)

8 credits of courses numbered 3000 and above in one of the following departments: economics, mathematics, psychology, or sociology.

8 transferable credits of courses numbered 3000 and above outside of accounting from CBA, CLA, IT, or the College of Agriculture.

Additional transferable elective credits (upper division or lower division) from CLA, IT, or the College of Agriculture to complete the 180 required for graduation.

Accounting Internships—Two internship opportunities are available in the accounting program: Acct 3199—Internship in Public Accounting and Acct 3299—Internship in Industrial 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 industrial 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.

FEES AND EXPENSES

For information about fees and estimated expenses, see the current *General Information Bulletin*.

FINANCIAL AID

Application forms for financial assistance are available from the Office of Student Financial Aid, 210 Fraser Hall, 106 Pleasant Street S.E., University of Minnesota, Minneapolis, Minnesota 55455. If you are seeking financial aid (loans, grants, work-study program jobs, and scholarships), you should apply by March 1 for priority consideration.

To be eligible for any form of aid undergraduates are expected to be full-time day students carrying 12 credits (for graduate students, 9 credits) per quarter. Continuing Education and Extension students are eligible only if enrolled in a degree program. For award of scholarships, preference is given to students with a grade point average of 3.00 or higher.

Scholarships

Application forms for the following scholarships are available from the Office of Student Financial Aid.

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

Undergraduate Programs

Carl H. Fritze Memorial Scholarship in Transportation—For a CBA student with a primary interest in transportation.

Holden Graphic Arts Scholarship—For a business management or accounting major interested in the printing and graphic arts industry.

Delores Rude LaBissoneire Scholarship—For women in business administration, economics, or insurance.

Blodwen Lloyd Scholarship—For women in business administration or education.

W. J. Madden College of Business Scholarship—For a CBA undergraduate interested in management.

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

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

Wood-Nelson Company Scholarship—For, but not limited to, undergraduate students considering a career in risk management and insurance. One recipient must be a minority student. Three \$750 scholarships.

Information about and application forms for the following scholarships may be obtained from the Department of Accounting, 645 Business Administration Building, 271 19th Avenue South, University of Minnesota, Minneapolis, Minnesota 55455. Unless otherwise specified, these scholarships are awarded to senior accounting students based on scholarship, merit, need, and letters of recommendation from senior accounting faculty members. Several firms sponsor more than one scholarship.

Accounting Department Advisory Council Scholarship—For minority high school seniors interested in business administration and accounting. Amount is \$1,500.

Alexander Grant and Company Scholarship—Amount is \$500.

Arthur Andersen and Company Scholarship—Amount is \$500.

Breitman, Orenstein, and Schweitzer Scholarship—Amount is \$500.

Cargill Corporation Scholarship—Amount is \$500.

Coopers and Lybrand Scholarship—Amount is \$500.

Deloitte Haskins and Sells Scholarship—Amount is \$500.

Robert Engelhart and Company Scholarship—Amount is \$500.

Fox and Company Scholarship—Amount is \$500.

Robert Half Personnel Agencies of Minnesota, Inc., Scholarship—Amount is \$500.

John Higgins Memorial Scholarship—Amount is \$500.

Honeywell, Inc., Scholarship—Amount is \$500.

Laventhol and Horwath Scholarship—Amount is \$500.

McGladrey, Hendrickson and Company Scholarship—Amount is \$500.

Peat, Marwick, Mitchell Scholarship—Amount is \$500.

State Society of CPAs Scholarship—For minority students with an interest in public accounting. Amount is \$3,000.

C. E. Tranter Scholarship—Amount is \$500.

Arthur Young and Company Scholarship—Amount is \$500.

Loans

All of the loan funds described below are designated especially for CBA students and are administered by the Office of Student Financial Aid. In addition, a variety of University trust funds have been established to provide financial assistance for any student making normal progress toward an educational objective.

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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 college, and his wife.

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

F. D. Lindquist Loan Fund—For CBA students needing financial assistance.

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

Minneapolis Association of Sales Managers Loan Fund—For CBA 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 CBA.

George Russell Loan Fund—For undergraduate and graduate CBA students with serious financial problems.

REGISTRATION

Registration for College of Business Administration courses begins approximately seven weeks before the start of each quarter. For information about registration, contact the dean's office, 225 Business Administration Building.

Cancel-Adding

All course additions and cancellations made after the first day of class require the instructor's signature for approval. Changes in the grading option from A-N to S-N and vice versa, when allowed, must be made before the end of the second week of a quarter (first week of a summer term). Course additions or cancellations will not be allowed after the sixth week of a quarter (third week of a summer term).

GRADING SYSTEM AND SCHOLASTIC STANDARDS

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 College of Business Administration:

1. CBA 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-CBA students may register for S-N grading in any CBA course that offers S-N grading.
3. CBA students must present a minimum of 75 percent (135 credits) of their total program requirements on A-N grading.
4. CBA B.S.B-Regular program students must complete the CBA core courses (40 credits) and the CBA elective courses (20 credits) on A-N grading. The single exception is Mgmt 5101, which may be taken on S-N grading.

Undergraduate Programs

5. CBA B.S.B.-Accounting program students must complete the CBA core courses (40 credits) and all upper division accounting requirements (28 credits) on A-N grading.

6. The following prebusiness courses must be taken under A-N grading: the prebusiness mathematics requirement, Econ 1001 and 1002, Psy 1001, Soc 1001, Acct 1024, 1025, and 1051, and QA 1050. High academic performance in these areas will enhance your chance for admission to CBA.

7. The only courses that CBA students may take on S-N grading are upper division nonbusiness electives (16 credits) and additional transferable electives (upper and lower division) necessary to complete the 180 quarter credits required for graduation.

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.

Grade Point Average (GPA)—Your grade point average 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, or D. For purposes of defining scholastic achievement, grade points are assigned to the four 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. Credits of S and N are not computed in the GPA.

Your University of Minnesota grade point average is computed on work completed at the University of Minnesota only. Grade points for work completed at other institutions are computed into an overall average, but are not calculated into your University GPA.

The first passing grade (D or higher) earned in any course is counted for purposes of GPA and total credit requirements; a grade resulting from repeating a course in which a passing grade has already been earned is not counted for either of these purposes. You may repeat courses that you have not completed satisfactorily, and both the old and new grades will remain on your record. You need not repeat a course for which an N was received unless it is required for graduation.

If, by mistake, you take a course without fulfilling a prerequisite, you may not later take the prerequisite course for credit except by permission in the dean's office.

Satisfactory Progress and Scholastic Probation—All students are expected to make satisfactory progress toward the bachelor's degree. A student with a number of D or N grades is not considered to be making satisfactory degree progress and may be placed on scholastic probation. If you experience academic difficulty, you should consult your instructors or adviser to discuss ways of improving your academic performance.

A student may be placed on probation after completing one quarter of course work following admission to the college, and after subsequent quarters, if he or she has a grade point average of less than 2.00 overall or in upper division business courses, has received two N's in one quarter, has received three N's following admission to the college, or has not made satisfactory academic progress.

Students are removed from probation when their grade point deficiency is eliminated or when subsequent course work demonstrates greatly improved academic performance.

Students continuing to perform poorly receive a Final Quarter Notice indicating a specific level of academic performance that must be maintained in order to continue enrollment in the college. Students who fail to meet the stipulations of this notice may be temporarily suspended from CBA according to terms set by the dean's office. Students who are deficient 12 grade points from a 2.00 average or who have accumulated six N's following admission to the college are considered for permanent suspension from the college. Students are not suspended for academic reasons without first being sent a Final Quarter Notice. Once suspended, students are informed in writing of readmission conditions.

Probationary action is based upon University course work only. Thus, grade point deficiencies accumulated at the University of Minnesota cannot be offset by high grades earned at other academic institutions.

OTHER PROCEDURES AND REGULATIONS

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 attendance, 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, Twin Cities campus/Minneapolis, and at the 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.

Special Examinations 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 staff of the dean's office and then to the instructor of the course for permission to take a special examination. There is no charge for special examinations taken during your first quarter at the University; when taken later, a fee of \$20 per examination is charged.

Attendance and Examination Policies—Each College of Business Administration 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. College of Business Administration 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.

Petitions—Petition forms, available in the dean's office, are required to change from the B.S.B.-Regular to B.S.B.-Accounting program or vice versa; evaluate whether certain

courses completed at other institutions are equivalent to University of Minnesota courses for transfer purposes; and 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 dean's office. After official action has been taken on the petition, a copy of the form, indicating the decision made, is mailed to you.

Academic Conduct—The college defines academic dishonesty broadly as any act that violates the rights of another student in academic work or that involves misrepresentation 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 CBA 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 college, or take other action.

CBA faculty members may act on cases involving CBA students in their classes, but such action may not exceed modification of a course grade. Instructors must report any action to the associate dean, 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).

Grievance Procedures—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 chairperson. If a solution cannot be reached at that level, or if the grievance is directed specifically against the department chairperson, you should request a meeting with the coordinator of admissions and counseling for the college. If this meeting fails to yield a satisfactory solution, the coordinator will instruct you to submit a written explanation of the grievance to the dean. The dean refers the grievance to the appropriate college committee, which, under the guidance of its chairperson, 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 College Grievance Committee. Students serve as members of both the initial hearing committee and the College 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 202 Fraser Hall (in 150 Williamson Hall if you have a mobility impairment). You should then schedule an appointment to verify your degree progress with an adviser in the dean's office. If you are enrolled in extension classes

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during the final quarter of your undergraduate program, you must notify the dean's 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 dean's office.

Graduation With Honors—The B.S.B. degree may be awarded "with distinction" or "with high distinction" upon final review of course work. To be eligible for either of these honors, you must meet these general requirements:

1. Complete, by the end of the quarter preceding the quarter you graduate, at least 60 credits while registered in the College of Business Administration.
2. Present at least 45 of these 60 credits in upper division courses.
3. Submit at least 45 of these 60 credits on A-N grading.
4. Have not earned three or more N grades since admission to the college.

In addition, you must meet the following specific requirements for one of the two honors categories:

With Distinction—Will be awarded if you have fulfilled the above general honors requirements and rank in the upper 10 percent of your graduating class on the basis of all undergraduate course work, all upper division CBA course work, and all course work completed while enrolled in CBA.

With High Distinction—Will be awarded if you have fulfilled the above general honors requirements and rank in the upper 3 percent of your graduating class on the basis of all undergraduate course work, all upper division CBA course work, and all course work completed while enrolled in CBA.

A graduating class is defined as the students who graduated during the preceding 12-month period ending with the quarter or summer term of your graduation.

Honors and Awards—The following honors and awards are presented annually and are announced at the College of Business Administration spring commencement. Names of recipients are inscribed on tablets displayed in the Business Administration Building.

Alpha Kappa Psi Scholarship Medal—Awarded by Alpha Kappa Psi to the graduating senior in the college who has maintained the highest scholastic average in the upper division CBA courses.

Alpha Kappa Psi Tablet—Awarded to the four seniors in the college "who in scholarship and service to the college 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 awarded to the upper 5 percent of the juniors and upper 10 percent of the seniors enrolled in the college, and to the upper 20 percent 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 College of Business Administration.

Delta Sigma Pi Scholarship Key—Awarded by Delta Sigma Pi to the graduating senior in the college who has the highest scholastic average for work completed in the prescribed prebusiness areas and in the College of Business Administration.

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 University's 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 the Registration, Student Records, and Scheduling Office, 150 Williamson Hall.

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

Tomato Can Loving Cup Award—Awarded annually to the person whom the dean deems to have performed the most distinctive service to the college. 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 Graduate School of Business Administration, in conjunction with the Graduate School, offers programs leading to the degrees 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 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. 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, 192 Pillsbury Drive S.E., University of Minnesota, Minneapolis, Minnesota 55455; telephone 373-3818.

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

The M.B.A. degree program is designed to prepare students for positions of responsibility in the business world and in the nonprofit sector. The program focuses on professional, entrepreneurial, managerial, and analytical skills; economic, social, and political forces that affect business operations; and major functions of businesses. Students learn how to identify opportunities, use resources, organize information, select and motivate people, make decisions, achieve objectives, and evaluate results.

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 49 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 Graduate School of Business Administration and the University Graduate School for persons who are full-time employees of business and other organizations in the Twin Cities metropolitan area.

To be admitted to an 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.

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

Recently, the demand for entry to the M.B.A. programs has been so great that deferred admissions have been granted to admissible applicants who apply close to the quarter in which they wish to enroll. This implies that you should plan to take the Graduate Management Admission Test early, and not wait to take the test given immediately preceding 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
- 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 elective 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 elective 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
MBA 8055—Business, Government, and Macroeconomics
MBA 8060—Strategy and Policy
MBA 8065—Field Project
Plus six elective courses totaling 24 credits

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*	Controllership*
Advertising Management	Finance*
Auditing*	General Management*
Business, Government and Society	Insurance
Consumer Affairs*	Line Management

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Management Information Systems*
Management Support Systems*
Marketing Management*
Marketing Research*

Operations Management*
Organizational Leadership
Quantitative Analysis
Transportation and Business Logistics

Plan B Projects—Two Plan B projects are required for the M.B.A. degree. These projects consist of written reports comparable to the quality of a master's thesis but of reduced length. 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, the director of the M.B.A. program certifies that you have met all of the degree requirements. You must present copies of your Plan B papers, academic transcript, and degree program to the director for inspection. A minimum grade point average of 3.00 must be earned in the 74 prescribed graduate credits for the regular program or in the 49 prescribed graduate credits for the accelerated program. A maximum of 12 credits may be taken outside of business administration. The degree must be completed within seven years of initial registration in the program. The faculty may require satisfactory completion of a final examination as a condition for the award of the M.B.A. degree.

Further information about the M.B.A. day and evening programs is available from the M.B.A. Program, Graduate School of Business Administration, 334 Business Administration Building, 271 19th Avenue South, University of Minnesota, Minneapolis, Minnesota 55455.

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 Study in Taxation, 645 Business Administration Building, 271 19th Avenue South, University of Minnesota, Minneapolis, Minnesota 55455.

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. This requirement can be met by completing introductory courses in the following areas:

Finance
Marketing
Macroeconomics
Microeconomics
Managerial Statistics

Financial Accounting
Managerial Accounting
Management
Law of Contracts and Agency
Operations Management

Graduate 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—Current Financial Accounting (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—Fundamentals of Taxation (or equivalent)
- Acct 8220—Tax Research and Procedures
- Acct 8225—Tax Procedures 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—Business Decisions in a Tax Environment
- Acct 8340—Taxation of 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, which may be obtained in the Graduate School of Business Administration office, 334 Business Administration Building.

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.

Admission, Academic Regulations, and Degree Procedures

Completion of the master's program normally requires from four to six quarters, or its equivalent in summer terms, in residence. If you are adequately prepared and devote full time to graduate study, you can complete the program in one year. 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 Business Administration Building, 271 19th Avenue South, University of Minnesota, Minneapolis, Minnesota 55455.

Plan A—Thesis Program

A minimum of 29 course 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 21 credits that include IR 8002, IR 8011, one course in each of at least two areas in industrial relations, and one additional industrial relations course.

A minimum of eight credits are required in an approved minor field of study related to industrial relations. However, more than eight 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 45 credits and completion of three Plan B projects are required. The major course work consists of a minimum of 29 credits that include IR 8002, IR 8010, IR 8011, one course in each of at least three areas in industrial relations, and one additional industrial relations course.

The course work for the minor consists of a minimum of 16 credits earned in at least two related fields. A minimum of eight credits must be earned in one related field. Commonly selected fields are business administration, psychology, sociology, or economics.

Papers of the quality, but not the scope, of a master's thesis must be prepared in two advanced courses involving independent work under faculty supervision. These papers will satisfy two of the three Plan B projects that are required for the degree. Completion of IR 8010 fulfills the third Plan B project that is required.

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.

DOCTOR OF PHILOSOPHY IN INDUSTRIAL RELATIONS

Details about admission and degree requirements for the Ph.D. program in industrial relations are explained in the *Graduate School Bulletin*. Application forms for and additional information about the Ph.D. program in industrial relations can be obtained from the Director of Graduate Study in Industrial Relations, 537 Business Administration Building, 271 19th Avenue South, University of Minnesota, Minneapolis, Minnesota 55455.

GRADUATE FELLOWSHIPS AND SCHOLARSHIPS

The Application for Financial Aid form for graduate student financial aid may be obtained from the Graduate School, 307 Johnston Hall, 101 Pleasant Street S.E., University of Minnesota, Minneapolis, Minnesota 55455. Unless otherwise noted, the application deadline for the fellowships and scholarships listed below is February 15. Completed applications, accompanied by transcripts of all undergraduate work and required test scores, should be submitted to the Graduate School of Business Administration, 334 Business Administration Building, 271 19th Avenue South, University of Minnesota, Minneapolis, Minnesota 55455.

Alcoa Fellowship in Industrial Relations—Awarded to a master's student in industrial relations.

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

Business Administration Alumni Board Fellowship—Awarded annually to an M.B.A. student who received his or her undergraduate degree in CBA.

Deloitte Haskins and Sells Scholarship—For a Ph.D. student majoring in accounting. Amount is \$3,500.

Dow Chemical Company Scholarship—For an M.B.A. student.

Ernst and Whinney Fellowships—Awarded to two M.B.A. specialists in accounting. Amount is \$600.

General Mills Scholarships—Awarded to two M.B.A. specialists in accounting. Amount is \$500.

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

Graduate School of Business Administration Corporate Fellowships—Annual awards of \$2,750 for master's students and \$3,500 for doctoral students are supported by the business community through the Business and Technology Program. In recent years, about 20 awards have been made annually to business students.

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.

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

Lutheran Brotherhood Fellowship—Awarded annually to a graduate student concentrating in risk management and insurance. Application deadline is April 1. Amount is \$1,500.

Minnesota Mining and Manufacturing Scholarship—For a graduate student in accounting or finance. Amount is \$3,000.

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

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

NuComp Systems Fellowship—For undergraduate and graduate students with a primary interest in management information systems.

Pillsbury Company Fellowship in Business Administration—Awarded annually to a graduate student in business administration with a major interest in marketing. Amount is \$1,000.

Admission, Academic Regulations, and Degree Procedures

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 Insurance Companies Fellowship—For a graduate student concentrating in risk management and insurance. Application deadline is April 1. Amount is \$2,000.

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



Rick Moore, undergraduate adviser, explains graduation requirements to a senior business student.

III. FIELDS OF CONCENTRATION AND 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 the section mark has been taken for credit.
- ¶ Concurrent registration is allowed in the course listed after the paragraph mark.
- # Consent of the instructor is required prior to registration.
- △ Consent of the division, department, or school offering the course is required prior to registration.

Accounting (Acct)

645 Business Administration Building

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 governmental units—organizations that have needs similar to those of private firms and recognize increasingly 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 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 section II of this bulletin.

- 1024. PRINCIPLES OF FINANCIAL ACCOUNTING I.** (3 cr. §1050; prereq 3rd-qr fr; not offered S-N)
Introduction to basic concepts, definitions, and relationships employed in the recording and reporting of business events.
- 1025. PRINCIPLES OF FINANCIAL ACCOUNTING II.** (3 cr. §1050; prereq 1024; not offered S-N)
Introduction to the effects of generally accepted valuations and measurements upon financial statements.
- 1050. PRINCIPLES OF ACCOUNTING I.** (4 cr. §8050; prereq 3rd-qr fr; not offered S-N)
Introduction to basic financial accounting concepts and their application to the recording and reporting of business events.
- 1051. MANAGERIAL ACCOUNTING.** (4 cr. §8051; prereq 1024 or 1050; not offered S-N)
Accounting analysis and reports for management and investor decision making. Emphasis on planning and control reporting.
- 3101. ACCOUNTING THEORY AND PRACTICE I.** (4 cr. §8101; prereq 1051)
The search for principles and postulates for income determination and for valuation. Includes measurement problems and funds concepts.

Fields of Concentration and Course Descriptions

3102. **ACCOUNTING THEORY AND PRACTICE II.** (4 cr, §8102; prereq 3101)
Concepts and problems in accounting for specific assets and equities.
3160. **FINANCIAL STATEMENT ANALYSIS.** (4 cr; not for accounting majors; prereq 1051)
Analysis and interpretation of financial statements for managerial and investor decision making.
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 1051, MIS 3099, QA 3055)
Process and standard costs, behavior of costs under varying conditions, cost allocations, variance analysis, capital budgeting.
3255. **MANAGERIAL COST ACCOUNTING.** (4 cr, §8255, §5270; not for accounting majors; prereq 1051)
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 INDUSTRIAL ACCOUNTING.** (3 cr; offered S-N only; prereq 3201 and #)
Full-time work in an accounting unit of an industrial organization plus a written report on the work experience.
5125. **AUDITING PRINCIPLES AND PROCEDURES.** (4 cr; prereq 3102 and 3201)
The auditor's role and function. Includes audit standards, ethics, procedures, legal responsibilities.
5126. **INTERNAL AUDITING.** (4 cr; prereq 5125)
Responsibilities, standards, methods, and reports.
5127. **EDP AUDITING.** (4 cr; prereq 5125, MIS 3098 or §MIS 3098, MIS 3100 or #)
The role of data processing in the auditing function.
5135. **INCOME TAX ACCOUNTING.** (4 cr; prereq 1051)
Individual, partnership, and corporation taxation; emphasizing income tax planning.
5180. **ADVANCED ACCOUNTING.** (4 cr; prereq 3102)
Consolidated statements, partnerships, fiduciary, international and fund accounting.
5230. **CORPORATE TAXATION.** (4 cr; prereq 5135, #)
The tax consequences of the formation, operation, and liquidation of a business corporation.
5270. **REPORTING FOR MANAGEMENT CONTROL.** (4 cr, §3255, §8255; prereq 3201)
Responsibility accounting; transfer pricing problems, capital budgeting; management control systems.
5285. **BUDGETING—DETERMINISTIC PLANNING MODELS.** (4 cr; prereq 3201, 5270)
Capital planning models, cash budgets, simulation. Emphasis on computerized models.
5286. **BUDGETING—PROBABILISTIC PLANNING MODELS.** (4 cr; prereq 5285)
Application of probabilistic models and other quantitative techniques to accounting problems.
5290. **PERSPECTIVES OF TOP FINANCIAL EXECUTIVES.** (4 cr; prereq 3201 and # or MBA 8035)
Opportunity for in-depth study of problems faced by top financial executives and to better understand the work of a financial executive. Opportunity 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 and #)
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 and #)
Current topic(s) in financial accounting. Topics vary from quarter to quarter.
5340. **PARTNERSHIP TAXATION.** (4 cr; prereq 5135, #)
The tax consequences of the formation, operation, and dissolution of a partnership.

FOR GRADUATE STUDENTS ONLY

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

8051. **PRINCIPLES OF ACCOUNTING II**
8101. **ACCOUNTING THEORY AND PRACTICE I**
8102. **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 PROCEDURES 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. FINANCIAL ACCOUNTING: SEMINAR I
- 8810. FINANCIAL ACCOUNTING: SEMINAR II
- 8815. FINANCIAL ACCOUNTING: SEMINAR III
- 8820. MANAGERIAL COST ACCOUNTING: SEMINAR
- 8825. AUDITING: SEMINAR
- 8845. ADVANCED ACCOUNTING PROBLEMS
- 8990. READINGS IN ACCOUNTING
- 8995. RESEARCH IN ACCOUNTING

Business Administration (BA)

225 Business Administration Building

- 3998. **INDEPENDENT STUDY.** (Cr ar [may be repeated for cr]; prereq consent of faculty member willing to supervise the study)
Student-initiated project and or independent course of study.

FOR GRADUATE STUDENTS ONLY

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

- 8159. **QUANTITATIVE APPROACHES TO ADMINISTRATIVE PROBLEMS**

Business, Government and Society (BGS)

830 Business Administration Building

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.

Fields of Concentration and Course Descriptions

The basic course, Business and Society (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, §Econ 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.
- 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.
- 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)
Selected topics and problems of current interest considered in depth. Class discussions 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*)

- 8008. GOVERNMENT AND BUSINESS ENTERPRISE I**
- 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 Business Administration Building

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 CBA. Rather, the courses in this area provide a sequence of elective offerings for business administration 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**

Finance (BFin)

845 Business Administration Building

Finance is a basic concept in the operation of private enterprises and public organizations as well as in the daily life of individuals and families. The function of finance, broadly stated, is to negotiate and manage efficiently the inflows and outflows of funds, while maintaining a prudent level of reserves, balanced against their cost, to allow for the unexpected.

Most graduates enter the field either as an analyst or through work in financial services such as banking or the various accounting functions. They participate in planning for the firm's financial needs, raising funds, and making capital investment decisions. They quickly become familiar with activities such as forecasting, capital budgeting, budgetary control, tax planning, compliance with laws and regulations, stockholder relations, credit, collections, and investment of funds. The effective financial manager is a full partner on the management team, participating in the quest to achieve the firm's objectives. Finance careers are also available in investment banking firms, brokerage firms, nonprofit organizations, and government agencies.

Courses in finance focus on private enterprise, although most of the principles taught are also applicable to public organizations and to individuals and families. Basic financial concepts and techniques are covered in Finance Fundamentals (BFin 3000). Financial Management (BFin 3100), a case-oriented course, focuses on the financial manager's role in enhancing the analyses of others, in discussions leading to decisions, and in negotiating agreements. Investment Management and Financial Markets (BFin 3300) introduces the area of portfolio management. Real Estate Investment Analysis (BFin 3500) is a more specialized yet practical course of interest to many students. If you are an undergraduate student and are interested in pursuing finance studies in still greater depth, you are urged to consider taking the Finance Senior Seminar (BFin 3800), which focuses on topics that vary from quarter to quarter.

- 3000. FINANCE FUNDAMENTALS.** (4 cr. §8000; prereq Acct 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. §8100; 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.

Fields of Concentration and Course Descriptions

- 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; 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 prepares 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 about the offerings at the beginning of the academic year.

FOR GRADUATE STUDENTS ONLY

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

- 8100. ADVANCED FINANCIAL MANAGEMENT**
- 8101. SEMINAR IN WORKING CAPITAL MANAGEMENT**
- 8102. SEMINAR IN CAPITAL BUDGETING AND FINANCIAL STRUCTURE**
- 8200. INTERNATIONAL FINANCIAL MANAGEMENT**
- 8300. INVESTMENT ANALYSIS AND MANAGEMENT**
- 8301. SEMINAR IN PORTFOLIO THEORY AND MANAGEMENT**
- 8400. BANK MANAGEMENT**
- 8800. FINANCE SEMINAR**
- 8990. READINGS AND RESEARCH IN FINANCE**

Industrial Relations (IR)

537 Business Administration Building

The study of industrial relations focuses on various problems that arise in 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. 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.

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 in industrial relations. However, various industrial relations courses may be taken for elective purposes. These may be included in programs for undergraduate degrees in business administration, engineering, and the liberal arts.

- 3000. TOPICS IN INDUSTRIAL RELATIONS.** (Cr ar [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**
- 8002. INDUSTRIAL RELATIONS SYSTEMS: LABOR MARKETS AND THE MANAGEMENT OF HUMAN RESOURCES**
- 8003. ORGANIZATION AND STAFFING**
- 8004. ORGANIZATION THEORY AND ANALYSIS**
- 8005. EMPLOYEE COMPENSATION AND REWARD**
- 8006. LABOR MARKETS: PROCESSES AND DYNAMICS**
- 8007. COLLECTIVE BARGAINING NEGOTIATIONS: PROCESSES IN THE PUBLIC AND PRIVATE SECTORS**
- 8010. INTERMEDIATE MANPOWER MANAGEMENT**
- 8011. QUANTITATIVE METHODS IN INDUSTRIAL RELATIONS**
- 8014. ORGANIZATION DESIGN AND ADMINISTRATION**
- 8015. COMPENSATION, REWARD, MOTIVATION, AND PERFORMANCE**
- 8016. INTERNATIONAL ASPECTS OF HUMAN RESOURCE DEVELOPMENT AND UTILIZATION**
- 8017. COLLECTIVE BARGAINING: THE LABOR MOVEMENT IN THE UNITED STATES**
- 8023. TRAINING AND DEVELOPMENT**
- 8024. ORGANIZATION ANALYSIS AND ENVIRONMENTAL SYSTEMS**
- 8025. EMPLOYEE BENEFITS ADMINISTRATION AND PRACTICE**
- 8026. HUMAN RESOURCES AND LABOR MARKETS: THEORETICAL AND EMPIRICAL CONSIDERATIONS**
- 8027. COLLECTIVE BARGAINING: SYSTEMS FOR DISPUTE RESOLUTION**
- 8033. MANAGEMENT DEVELOPMENT**
- 8035. MOTIVATION AND WORK BEHAVIOR**
- 8036. MANAGING INVESTMENTS IN HUMAN RESOURCES**
- 8037. COLLECTIVE BARGAINING NEGOTIATIONS: THEORIES OF LABOR-MANAGEMENT RELATIONSHIPS AND NEGOTIATIONS**
- 8046. MICRO ASPECTS OF HUMAN RESOURCE UTILIZATION**
- 8801. SEMINAR: INDUSTRIAL RELATIONS RESEARCH METHODOLOGY**
- 8802. SEMINAR: INDUSTRIAL RELATIONS SYSTEMS**
- 8803. SEMINAR: STAFFING, TRAINING AND DEVELOPMENT**
- 8804. SEMINAR: ORGANIZATION THEORY**
- 8805. COMPENSATION AND REWARD SEMINAR**
- 8806. SEMINAR: ADVANCED TOPICS ON LABOR MARKET THEORY AND RESEARCH**
- 8807. SEMINAR: ADVANCED TOPICS IN COLLECTIVE BARGAINING**
- 8990. INDEPENDENT STUDY IN INDUSTRIAL RELATIONS**

Management (Mgmt)

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Management principles are involved whenever people are working toward a common objective. The functions of management are sometimes listed as goal setting, planning, organizing (in the administrative sense), staffing, directing, coordinating, and controlling. In the management courses, these functions are examined using general business situations to illustrate the principles involved and some of the common administrative practices. Most of the course content is applicable to administrative situations in nonbusiness environments.

Courses such as Mgmt 3001 and Mgmt 8001 are introductory; they may be followed by more specialized and advanced courses. Mgmt 3004 and Mgmt 8010 are general policy courses designed to help students develop skills in problem identification, analysis, and solution at the general policy level, skills that require students to draw on knowledge acquired in other subject areas such as accounting, economics, finance, and marketing. To benefit most from these integrating courses, they 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)

Concepts, theory, research, and operational problems. The principal functional areas of management. Factors and relationships necessary to achieve organizational objectives. Establishment of goals, policies, procedures; the planning process; control systems; organizational structure and behavior; leadership.

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 * final core course)

Undergraduate-level integrating course designed to develop skill in the management functions of identifying and analyzing 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. Students utilize data supplied in the cases as well as concepts, tools, and theories (previously presented in other courses) as they bear on the solution of 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 ar [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 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
- 8010. CORPORATE STRATEGY: DESIGN AND IMPLEMENTATION
- 8011. EVOLUTION AND DEVELOPMENT OF MANAGERIAL THOUGHT
- 8012. ORGANIZATIONAL BEHAVIOR AND MANAGEMENT ANALYSIS
- 8018. LINE MANAGEMENT: INITIATING AND IMPLEMENTING ACTION
- 8021. ORGANIZATIONAL DESIGN AND DEVELOPMENT
- 8022. CAREER MANAGEMENT
- 8040. INTERNATIONAL BUSINESS
- 8251. BUSINESS RESEARCH METHODS AND TECHNIQUES
- 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)

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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 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:

- MIS 3098 and 5098—Elementary and Intermediate COBOL
- MIS 3100—Introduction to Computers and Computer Data Processing
- MIS 3101—Introduction to Management Information Systems
- MIS 5102—Introduction to Information and Systems Analysis
- MIS 5103—Data Structure and File Processing

In addition, the following electives are recommended:

- CSci 1100—Introduction to FORTRAN Programming
- CSci 3105, 3106—Fundamentals of Algorithms and Languages
- OM 5056—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.** (1 cr; offered S-N only)
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 and administer quizzes in a laboratory environment.
- 3099. ELEMENTARY FORTRAN.** (1 cr; offered S-N only)
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 and administer quizzes in a laboratory environment.

Fields of Concentration and Course Descriptions

3100 (formerly 5100). INTRODUCTION TO COMPUTERS AND COMPUTER DATA PROCESSING. (4 cr, §5100, §5300, §8300; prereq 3098 or 3099 or 13098 or *3099)

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 (formerly 5101). 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.

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 and administer quizzes in a laboratory environment.

5102. INTRODUCTION TO INFORMATION SYSTEMS ANALYSIS. (4 cr [cr cannot be applied to MBA programs begun after December 15, 1979]; prereq 3098, 3100, 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, 3100, 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, §5100, §8300; prereq 3098 or 3099 or *3098 or *§3099)

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 MIS. Using a computer in organizations to support operations and management—in planning and control, and 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, PROCESSING, AND RETRIEVAL LANGUAGES
- 8304. MIS ADMINISTRATION
- 8312. ADVANCED SYSTEMS DEVELOPMENT AND ADMINISTRATION
- 8313. ADVANCED DATA BASE DESIGN, SYSTEMS, AND ADMINISTRATION
- 8838. MANAGEMENT SCIENCE COLLOQUIUM
- 8850. TOPICS IN MANAGEMENT INFORMATION SYSTEMS
- 8990. READINGS IN MANAGEMENT INFORMATION SYSTEMS
- 8995. GRADUATE RESEARCH IN MANAGEMENT INFORMATION SYSTEMS

Marketing (Mktg)

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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, you should take, in addition to the basic course Mktg 3000, Mktg 3010, Buyer Behavior and Marketing Analysis. If you are interested in marketing in retail organizations, you should take Mktg 3065, Retail Management. If you are interested in marketing in other types of organizations, you should take Mktg 3020, Marketing Operations Management. If you have specialized interests, you may wish to take, in addition to Mktg 3010 and 3020, Mktg 3030, Sales and Distribution Management, or Mktg 3050, Marketing Communications. 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, International Business.

You may complete electives in fields outside of the College of Business Administration 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.

3010. BUYER BEHAVIOR AND MARKETING ANALYSIS. (4 cr; prereq 3000 and QA 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.

Fields of Concentration and Course Descriptions

- 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*)

- 8000. PRINCIPLES OF MARKETING**
- 8040. INTERNATIONAL BUSINESS**
- 8060. MARKETING SYSTEMS**
- 8065. RETAIL MANAGEMENT**
- 8076. SALES PROMOTION MANAGEMENT**
- 8078. MARKETING COMMUNICATIONS**
- 8080. INDUSTRIAL AND GOVERNMENTAL PROCUREMENT**
- 8084. PRICE POLICY**
- 8086. PRODUCT POLICY**
- 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)

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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 operating functions, taught from a managerial point of view. Examples from service industries, nonprofit organizations, and manufacturing. Relationships to other business functions and the environment stressed. Topics include an overview of operations, planning operating processes, productivity measurement, standards, allocation of resources, forecasting, concepts of quality, inventory management, principles of scheduling, and operational control information systems.

5050. 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.

5056. PRODUCTION AND INVENTORY MANAGEMENT. (4 cr; prereq 3000, QA 3055 or #)

The functions of forecasting, inventory control, and scheduling applied to planning and controlling product flow. Taught from an information systems point of view with applications to manufacturing and service industries. Computer packages used and evaluated.

5057. OPERATIONS PROCESS MANAGEMENT. (4 cr; prereq 3000 or #)

The systems approach applied to design and control of operations process. Topics include facilities planning, quality management, technology selection, and productivity planning and control. Case studies and computer packages used.

5058. OPERATIONS STRATEGY. (4 cr; prereq 5056, 5057)

An integrated view of the operations function and integration of operations within the organization. Focuses on decision making and policy from the point of view of the chief operations manager. Case studies, lectures, and use of simulated decision environments.

FOR GRADUATE STUDENTS ONLY

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

8215. OPERATIONAL FORECASTING

8220. INVENTORY MANAGEMENT

8221. RESOURCE PLANNING AND SCHEDULING

8638. MANAGEMENT SCIENCE COLLOQUIUM

8850. TOPICS IN OPERATIONS MANAGEMENT

8990. READINGS IN OPERATIONS MANAGEMENT

8995. GRADUATE RESEARCH IN OPERATIONS MANAGEMENT

Quantitative Analysis (QA)

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Quantitative analysis involves the use of a variety of problem-solving methods in managerial decision making that apply quantitative models, concepts, and data.

Operations research and statistics are the two main subfields of this area. Operations research consists primarily of the construction and analysis of mathematical decision models designed to deal with such problems as warehouse and plant location, production and inventory levels, personnel utilization, design of service facilities, and capital investment. Statistics deals with the problem of acquiring knowledge from incomplete information and with the analysis of empirical data to obtain information about an underlying population or process. Since statistical analysis is always based on some implied underlying model, and since operations research requires statistical analysis of data to implement its models, the two subfields are really related. If you have a major interest in quantitative analysis, you may choose to concentrate in either subfield.

Fields of Concentration and Course Descriptions

Statisticians and operations analysts are employed in market research, economic analysis, and production and quality control work in private business, public administration, and specialized statistics and operations research groups.

CBA undergraduates should take QA 1050, Elementary Managerial Statistics, before entering the college. An introduction to operations research is covered in QA 3055, which should be taken early in the junior year. If you want more thorough training in quantitative 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 departmental faculty member as early as possible to ensure completion of necessary mathematical preparation. Course work in quantitative analysis focuses on applications and not theoretical developments.

- 1050. ELEMENTARY MANAGERIAL STATISTICS.** (4 cr; prereq Math 1111 or equiv or Math 1131)
Introduction to quantitative decision making. Probabilistic and statistical techniques in decision making, data analysis, and management information systems; e.g., laws of probability, sampling, estimation, and regression.
- 3053. QUANTITATIVE METHODS FOR ADMINISTRATION.** (4 cr; prereq 1050)
Statistical estimation and prediction; statistical decision making; introduction to design of experiments; regression and correlation; and time series analysis.
- 3055. INTRODUCTION TO MANAGEMENT SCIENCES.** (4 cr; prereq 1050, Math 1142 or equiv)
The use of 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.
- 5000. BASIC METHODS OF MANAGEMENT SCIENCE.** (4 cr; prereq 3055)
Skill-building course in quantitative methods. Topics include decision theory, decision trees, linear programming, goal programming, stochastic models and simulation.
- 5161. ADVANCED TOPICS IN MANAGEMENT SCIENCES.** (4 cr; prereq 3055)
Advanced study of selected subject areas in management sciences with emphasis on current applications.
- 5171. STATISTICAL METHODS FOR SAMPLE SURVEYS.** (4 cr; prereq 1050 or equiv)
Introduction to commonly used sampling methods and their application, including stratified, multistage, and cluster sampling; methods of estimation, including ratio and regression estimates, design of surveys taking into account costs; statistical measurement and control of nonsampling errors. Case analysis.

FOR GRADUATE STUDENTS ONLY

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

- 8100. PROBLEM FORMULATION IN MANAGEMENT SCIENCE**
- 8110. IMPLEMENTATION OF MANAGEMENT SCIENCE**
- 8191. STATISTICAL METHODS I: ESTIMATION AND TESTING**
- 8192. STATISTICAL METHODS II: REGRESSION**
- 8193. ANALYSIS OF VARIANCE AND EXPERIMENTAL DESIGN IN BUSINESS**
- 8219. SIMULATION TECHNIQUES**
- 8231. LINEAR PROGRAMMING**
- 8236. STOCHASTIC PROCESSES**
- 8240. APPLYING MANAGEMENT SCIENCE: PROBLEM FORMULATION AND IMPLEMENTATION**
- 8271. STATISTICAL DECISION THEORY**
- 8361. SEMINAR: MATHEMATICAL PROGRAMMING**
- 8371. SEMINAR: DECISION THEORY**
- 8381. SEMINAR: STOCHASTIC MODELS**
- 8838. MANAGEMENT SCIENCE COLLOQUIUM**
- 8850. TOPICS IN QUANTITATIVE ANALYSIS**
- 8990. READINGS IN QUANTITATIVE ANALYSIS**
- 8995. GRADUATE RESEARCH IN QUANTITATIVE ANALYSIS**

Risk Management and Insurance (Ins)

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Risk management deals with the identification, measurement, and treatment of the property, liability, and personnel risks facing businesses, government, families, or other economic units. 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, salespersons, and other positions in the private insurance industry; (2) risk managers for large firms and governmental units that are becoming more aware of the need for a rational insurance program; (3) employees of governmental organizations that regulate the private insurance industry or administer social insurance programs; and (4) educators and research personnel.

Many business 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 core course. The two courses should be selected from the following three:

- Ins 3200—Life and Health Insurance
- Ins 3210—Economic and Social Security
- Ins 3220—Property and Liability Insurance

If you have a special interest in actuarial science, you should complete the following courses:

- Ins 3230—Life Contingencies I
- Ins 3231—Life Contingencies II

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

How to recognize and evaluate the property, liability, and personnel risks facing a business firm, a family, or some other economic unit. 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—government regulation, social insurance, pensions, and automobile insurance problems.

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

Types of individual life and health insurance contracts — their uses and their major provisions. Insurance and pension components of employee benefit plans — their 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, and public and private approaches to these problems. 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), worker's compensation insurance, unemployment insurance, and public assistance programs.

3220. PROPERTY AND LIABILITY INSURANCE. (4 cr, §8220; prereq 3100 or equiv)

Types of property 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. How property and liability insurance is priced and marketed. Selection of an insurer. Social issues such as availability of insurance and no-fault automobile insurance.

Fields of Concentration and Course Descriptions

- 3230. LIFE CONTINGENCIES I.** (4 cr, §8230, §Math 3057; 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.
- 3231. LIFE CONTINGENCIES II.** (4 cr, §8231; prereq 3230 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**
- 8230. LIFE CONTINGENCIES I**
- 8231. LIFE CONTINGENCIES II**
- 8800. SEMINAR: RISK MANAGEMENT AND INSURANCE**
- 8990. READINGS IN RISK MANAGEMENT AND INSURANCE**
- 8995. GRADUATE RESEARCH IN RISK MANAGEMENT AND INSURANCE**

Transportation and Business Logistics (Tran)

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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, governmental 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.

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, Fundamentals of Transportation.

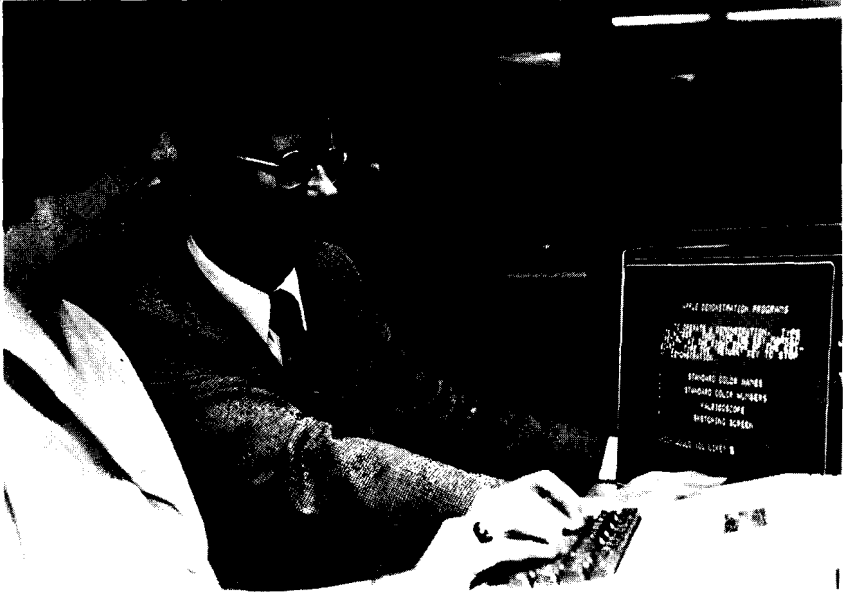
Transportation and Business Logistics

- 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**



A student learns to use a microcomputer under the guidance of Professor Thomas Hoffmann.



Professor James Gahlon shares a lighter moment with his financial management class.

IV. FACULTY

Department of Accounting

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

Professor

Andrew D. Bailey, Jr., Ph.D. (Ohio State University), C.P.A.
R. Glen Berryman, Ph.D. (University of Illinois), C.P.A.
Gordon B. Davis, Ph.D. (Stanford University), C.P.A.
Jack Gray, Ph.D. (Ohio State University), C.P.A.
Robert K. Zimmer, Ph.D. (Ohio State University)

Associate Professor

John W. Dickhaut, Ph.D. (Ohio State University)
Charles R. Purdy, Ph.D. (University of Minnesota), C.P.A.

Assistant Professor

Robin Alexander, Ph.D. (Northwestern University)
Grover Cleveland, D.B.A. (Indiana University), C.P.A.
Robert Hamilton, Ph.D. (University of Southern California), C.P.A.
John Lere, Ph.D. (University of Wisconsin), C.P.A.
Robert Vigeland, Ph.D. (Columbia University), C.P.A.

Department of Finance and Insurance

John Schreiner, Chairman

Professor

Paul F. Jessup, Ph.D. (Northwestern University), Finance
Roger B. Upson, Ph.D. (University of Michigan), Finance
Andrew F. Whitman, Ph.D. (University of Wisconsin), Insurance
C. Arthur Williams, Jr., Ph.D. (Columbia University), Insurance

Associate Professor

Gordon J. Alexander, Ph.D. (University of Michigan), Finance
Timothy J. Nantell, Ph.D. (University of Wisconsin), Finance
Peter Rosko, Ph.D. (University of Michigan), Finance
John Schreiner, Ph.D. (University of California, Los Angeles), Finance

Assistant Professor

James M. Gahlon, Ph.D. (University of Illinois), Finance
Bruce G. Resnick, D.B.A. (Indiana University), Finance

Department of Industrial Relations

James G. Scoville, Chairman, Department of Industrial Relations;
Director, Industrial Relations Center

Professor

Mario F. Bognanno, Ph.D. (University of Iowa), Labor Economics and Industrial Relations
John J. Flagler, M.S. (Cornell University), Industrial Relations and Labor Education
Herbert G. Heneman, Jr., Ph.D. (University of Minnesota), Labor Economics and Industrial Relations
Thomas A. Mahoney, Ph.D. (University of Minnesota), Labor Economics and Industrial Relations
James G. Scoville, Ph.D. (Harvard University), Labor Economics and Comparative Industrial Relations
George Seltzer, Ph.D. (University of Chicago), Manpower Economics and Industrial Relations
C. Arthur Williams, Jr., Ph.D. (Columbia University), Insurance and Compensation and Benefits
Mahmood A. Zaidi, Ph.D. (University of California, Berkeley), Manpower Economics and Industrial Relations

Associate Professor

Martin W. Duffy, B.S. (University of Northern Michigan), Labor Education
Patrick R. Pinto, Ph.D. (University of Georgia), Industrial Relations and Psychology
Hoyt N. Wheeler, Ph.D. (University of Wisconsin), Industrial Relations

Faculty

Assistant Professor

Dennis A. Ahlburg, Ph.D. (University of Pennsylvania), Labor Economics and Industrial Organizations
Ross E. Azevedo, Ph.D. (Cornell University), Industrial Relations
John L. Lawler, Ph.D. (University of California, Berkeley), Organizational Behavior and Industrial Relations
Howard E. Miller, Ph.D. (University of Illinois), Industrial/Organizational Psychology and Industrial Relations
Sara L. Rynes, Ph.D. (University of Wisconsin), Personnel/Human Resource Management and Industrial Relations

Graduate Faculty From Outside the College

Professor

Hyman Berman, Ph.D. (Columbia University), Labor History
John P. Campbell, Ph.D. (University of Minnesota), Psychology
René V. Dawis, Ph.D. (University of Minnesota), Psychology
Marvin D. Dunnette, Ph.D. (University of Minnesota), Psychology
Norman J. Simler, Ph.D. (University of Minnesota), Economics
John G. Turnbull, Ph.D. (Massachusetts Institute of Technology), Economics and Industrial Relations

Department of Management, Transportation, and Business, Government and Society

Blaine M. Cooke, Chairman

Professor

Frederick J. Beier, Ph.D. (Ohio State University), Transportation and Logistics
Blaine M. Cooke, Ph.D. (University of Minnesota), Kappel Chair Professor of Business, Government and Society
W. Bruce Erickson, Ph.D. (Michigan State University), Business, Government and Society
Richard K. Gaumnitz, Ph.D. (University of Minnesota), Management
Paul V. Grambsch, D.B.A. (Indiana University), Management
Donald V. Harper, Ph.D. (University of Illinois), Transportation and Logistics
Delbert C. Hastings, Ph.D. (University of Minnesota), Business, Government and Society
Robert J. Holloway, Ph.D. (Stanford University), Business, Government and Society
Allen R. Solem, Ph.D. (University of Michigan), Management
Albert K. Wickesberg, Ph.D. (Ohio State University), Management
Raymond E. Willis, Ph.D. (Massachusetts Institute of Technology), Management

Associate Professor

Harold L. Angle, Ph.D. (University of California, Irvine), Management
John J. Mauriel, Jr., D.B.A. (Harvard University), Management

Assistant Professor

Mary E. Lippitt, Ph.D. (University of Kansas), Management
Ian H. Maitland, Ph.D. (Columbia University), Business, Government and Society
John P. Miller, Ph.D. (Northwestern University), Management
Christopher J. Quinn, Ph.D. (Syracuse University), Business, Government and Society
Gertrude G. Verser, D.B.A. (Harvard University), Management

Lecturer

Wheelock Whitney, B.A. (Yale University), Management

Department of Management Sciences

Norman L. Chervany, Chairman

Professor

Carl R. Adams, Ph.D. (Purdue University), Quantitative Analysis
Norman L. Chervany, Ph.D. (Indiana University), Quantitative Analysis
Gordon B. Davis, Ph.D. (Stanford University), Management Information Systems
Gary W. Dickson, D.B.A. (University of Washington), Management Information Systems
Thomas R. Hoffmann, Ph.D. (University of Wisconsin), Management Sciences
Roger G. Schroeder, Ph.D. (Northwestern University), Operations Management

Associate Professor

John C. Anderson, Ph.D. (University of Minnesota), Management Sciences
 Gordon C. Everest, Ph.D. (University of Pennsylvania), Management Information Systems
 James C. Wetherbe, D.B.A. (Texas Tech University), Management Information Systems

Assistant Professor

Steve Bajgier, Ph.D. (Purdue University), Quantitative Analysis
 P. George Benson, Ph.D. (University of Florida), Quantitative Analysis
 Bruce R. Feiring, Ph.D. (Texas A. & M. University), Quantitative Analysis
 Gilbert E. Fox, Ph.D. (University of Cincinnati), Quantitative Analysis
 Arthur V. Hill, Ph.D. (Purdue University), Management Sciences
 Salvatore March, Ph.D. (Cornell University), Management Information Systems
 J. David Naumann, Ph.D. (University of Minnesota), Management Information Systems
 Richard J. Penlesky, D.B.A. (Indiana University), Operations Management
 Mary Anne Rothermel, Ph.D. (Ohio State University), Quantitative Analysis
 Gary D. Scudder, Ph.D. (Stanford University), Operations Management

Department of Marketing and Business Law

Ivan Ross, Chairman

Professor

Richard N. Cardozo, Ph.D. (University of Minnesota), Marketing
 Robert J. Holloway, Ph.D. (Stanford University), Marketing
 Ivan Ross, Ph.D. (Purdue University), Marketing
 William Rudelius, Ph.D. (University of Pennsylvania), Marketing
 Orville C. Walker, Ph.D. (University of Wisconsin), Marketing

Associate Professor

Robert A. Hansen, Ph.D. (University of Wisconsin), Marketing

Assistant Professor

Eric N. Berkowitz, Ph.D. (Ohio State University), Marketing
 Barbara J. Loken, Ph.D. (University of Illinois), Marketing
 Ganesan Visvabharathy, Ph.D. (University of Illinois), Marketing
 John R. Walton, Ph.D. (Ohio State University), Marketing

Instructor

Donald Campbell, LL.B. (University of Minnesota), Business Law
 Peter Weiss, LL.B. (University of Wisconsin), Business Law

Lecturer

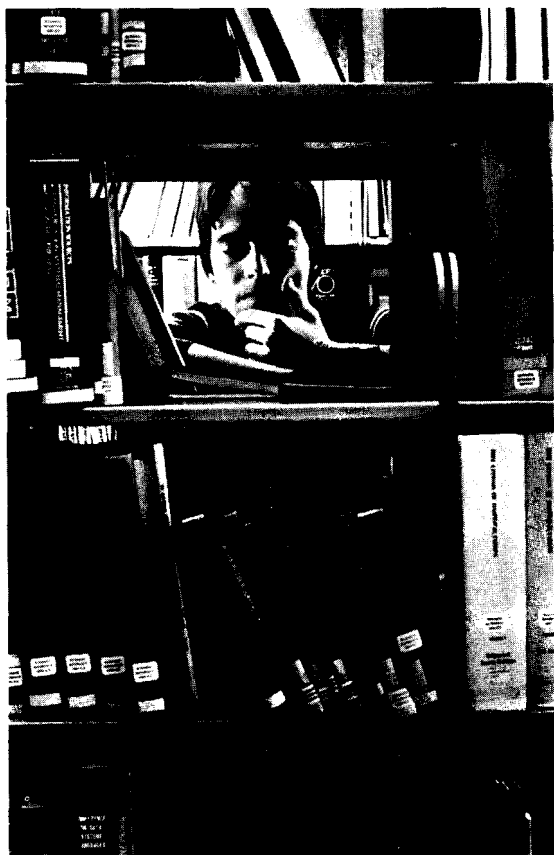
Albert O. Andrews, LL.B. (University of Minnesota), Business Law
 Warren E. Eastlund, LL.B. (University of Minnesota), Business Law
 Lillian P. Werner, M.S. (New York University), Marketing
 Wells J. Wright, LL.B. (University of Minnesota), Business Law

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 Luella Goldberg, Director, Northwestern National Life Insurance Company
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Donald F. Swanson, Senior Executive Vice President, General Mills, Inc.
E. Palmer Tang, Partner-in-Charge and Senior Partner, Touche Ross and Company
F. T. Weyerhaeuser, President, Conwed Corporation
C. Angus Wurtele, Chairman and Chief Executive Officer, The Valspar Corporation



Reference books, corporate reports, and indexes of business periodicals are among the materials available for student use in the Business Reference Service on the second floor of Wilson Library.

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SUPPLEMENT TO THE UNIVERSITY OF MINNESOTA,
COLLEGE AND GRADUATE SCHOOL OF BUSINESS ADMINISTRATION 1980-82 BULLETIN

This supplement supercedes the section entitled "Undergraduate Programs/
Admissions Requirements," pp. 9-11 and "Degree Requirements," pp. 13-14.

5/81 **ADMISSION REQUIREMENTS FOR STUDENTS WHO PLAN TO ENTER THE
SCHOOL OF MANAGEMENT NEW B.S.B. PROGRAM
EFFECTIVE FALL 1981**

NEW APPLICATION DEADLINES

Application for admission to business is made in the Admissions Office, 240 Williamson Hall. Deadlines for admission to business are:

July 15 for Fall Quarter admission January 15 for Spring Quarter admission
STUDENTS WILL NOT BE ADMITTED FOR WINTER QUARTER.

GENERAL ADMISSION REQUIREMENTS - To be considered for admission, the following are required:

1. 74 transferable credits MUST BE COMPLETE BY THE ABOVE APPLICATION DEADLINES, AND the student must present proof that coursework is in progress to total 90 credits. Students will be admitted for Fall 1981 ONLY with 74 transferable credits complete.
2. Econ 1001, Econ 1002, QA 1050, Acct 1024, Acct 1025, Finite Math and Calculus (1142 or 1211) MUST BE COMPLETED AT THE TIME APPLICATION IS MADE OR BEFORE THE ABOVE APPLICATION DEADLINES. (Acct 1051 is not required; see BUSINESS-RELATED GROUP Accounting requirement.)
3. Completion of all but five of the other pre-business courses listed. These five must be completed by the end of the third quarter in business.
4. Minimum Overall Grade Point Average in all transferable credits of 2.7 for both B.S.B. Regular and B.S.B. Accounting programs. Proficiency in students' business-related prerequisites (economics, statistics, accounting and math) should approach the minimum grade point average required to be considered for admission. Acct 1051 grade will be included in business-related proficiency GPA if completed by July 15, 1981.

PRE-BUSINESS REQUIREMENTS

NOTE: ONE COURSE CANNOT BE USED TO FULFILL MORE THAN ONE REQUIREMENT.

- GROUP A: Communication, Language, Symbolic Systems** 22-23 cr. total
26-27 cr. total for Acct. students
1. **Composition and Speech 1* FALL '81-FALL '83 APPLICANTS SEE NOTE**
 - a. Composition 1001 OR 1002 (4 credits)
AND
 - b. Speech 1101 OR Rhet 1222 (4 credits)
 - c. Students planning to enter Acct. are required to take Composition 1027.
AND
 2. **Mathematics (A-N GRADE REQUIRED)**
 - a. Choose ONE of the following options 2* (10 credits):
 - (1) Math 1131 Finite Math AND Math 1142 Short Calculus
 - (2) Math 1131 Finite Math AND Math 1211 Analysis I
 NOTE: Math 1111, College Algebra and Analytic Geometry, or its equivalent, is a prerequisite for Math 1131 and Math 1142.
AND
 - b. Choose ONE course (4-5 credits) from the following list of Symbolic Systems courses. (A-N GRADE REQUIRED)

Management Information Systems (3098, AND 3099 AND 5098); recommended for Accounting students. (Offered S-N ONLY)

Computer Science 3101 (or 1100 AND 1101), 3103, 3104

Linguistics 1001, 1005, 3001, 3111

Mathematics 1221 [if option (2) was selected for math requirement], 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 Science 3*

1. Choose ONE science course with a lab (5 credits) from the following list:

Astronomy 1011 with 1015, 1021 with 1025
Biology 1011, 1011E, 1103, 1106, 3011, 3012
Chemistry 1001, 1002, 1003, 1004, 1005, 1031, 1032
Geology 1001, 1002, 1111
Microbiology 3103
Natural Science and Technology 3011
Physics 1004 with 1005, 1031 with 1035, 1032 with 1036,
1061 with 1065, 1071 with 1075, 1104 with 1107, 1105 with 1108,
1106 with 1109, 1121 with 1123, 1122 with 1124, 1271 with 1275,
1281 with 1285, 1291 with 1295, 3801, 5091

AND

2. Choose ONE history or application of science course (4 credits) from the following list:

Biology 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 & Technology 1711, 1712, 1713, 1811, 1812, 1813, 3201,
3202, 3203, 3825, 5925
Natural Science and Technology 3301
Social Science 3402

GROUP C: The Individual and Society

13 cr. total

1. Psy 1001 General Psychology (PSY 1001 MUST HAVE A-N GRADE) (5 credits)

AND

2. TWO additional courses (8 credits) chosen from the following list:

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
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, 1022, 1033, 1044, 1055,
1066, 1012, 1019, 1042, 1043, 1061, 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, 5110, 5145,
5794
Criminal Justice Studies 3101, 5101, 5102, 5105, 5116, 5117, 5131, 5132,
5205, 5207
Economics 3001, 3002, 3021, 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 (SPAN) 3001-3002-3003 may apply only 6 credits toward Group C
Forest Resources 1201
French 3501, 3502, 3599

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Geography 1301, 1401, 1973, 3101, 3121, 3131, 3141, 3161, 3181, 3211, 3212, 3213, 3221, 3321, 3331, 3341, 3343, 3344, 3345, 3351, 3355, 3361, 3371, 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, 5331, 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 1711, 1712, 1713, 1811, 1812, 1813, 3201, 3202, 3203, 3711, 3712, 3713, 3825, 5111, 5242, 5825, 5924, 5925

Humanities all courses except 1101, 3044, 3910, 3920, 3970, 3980, 5030, 5063, 5910

International Relations all courses except 3970, 3091, 5831, 5901, 5902, 5903

Italian 3501, 3502, 3555, 5559

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

Middle Eastern Studies 3003, 3511, 3512, 3525, 3541, 3542, 3543, 3545, 3551, 3552, 3555, 5001, 5121, 5123, 5125, 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, 3310, 3352, 3353, 3085, 3109, 3110, 3757, 3810, 3970

Psychology 1004, 1005, 3011, 3051, 3101, 3124, 3201, 3604, 3617, 5011, 5012, 5013, 5014, 5017, 7018, 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 3101, 3251, 3252, 3402

Social Work all courses except 3004, 3031, 3032, 3033, 3989, 3990, 5010

Sociology all courses except 1010, 1960, 3801, 3802, 3803, 3811, 3960, 3970, 3980, 3990, 3991, 3997, 3998, 5561, 5801, 5821, 5960, 5970

South Asian Studies 1506, 3411, 3501, 3502, 3506, 3511, 5411, 5491, 5508, 5531, 5532, 5533

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* Fall '81-Fall '83 applicants SEE NOTE

- 12 credits total
1. Choose ONE American / British Literature course (4 credits) from the following list:
- Afro-American Studies 3101, 3102, 5595, 5597
- American Indian Studies 3116
- Chicano Studies 3507, 3508, 3510, 3511
- English 1011 through 1030, 1241, 3111, 3112, 3113, 3238, 3241, 3242, 3243, 3247, 3251, 3252, 3258, 3283, 3330 or 3390, 3351, 3355, 3356, 3357, 3362, 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, 5246, 5247, 5248, 5255, 5256, 5261, 5280, 5311, 5312, 5313, 5331, 5332, 5333, 5361, 5363, 5364, 5365, 5414, 5431, 5432, 5451, 5452, 5471, 5513, 5514, 5530, 5591, 5593, 5596, 5597, 5610, 5620, 5642, 5651, 5652, 5671, 5910 or 5920, 5940 or 5950
- Women Studies 3103

AND

2. Choose ONE foreign literature course (4 credits) from the following list: (It is recommended that the American and British literature course be taken prior to the foreign literature course.)

In English Translation

Afro-American Studies 5301, 5302

Chinese 3064, 3161, 3162, 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 3162, 3164

Jewish Studies 3315

Middle Eastern Studies 3101, 3201, 3202, 3205, 3601, 3602

Polish 3601, 3602

Portuguese 3603

Russian 1304, 3301, 3601, 3602, 5201, 5202, 5203, 5205, 5401, 5403, 5404, 5406, 5407, 5409

Scandinavian 3601, 3602, 3604, 3605, 3612, 5611, 5613, 5614, 5615, 5616, 5631, 5632, 5633, 5502

South Asian Studies 1201, 1202, 1203, 5201, 5202, 5203

Spanish 3601, 3602, 3605, 3610, 3614, 3615

In Foreign Language

Comparative Literature 5111, 5112, 5311, 5321, 5331, 5332, 5591

French 3101, 3102, 3103, 3104, 3107, 3209, 3219, 3239, 3259, 3269, 3289, 5269, 5275, 5281, 5289, 5303, 5307, 5311, 5312, 5331, 5335, 5339, 5354, 5355, 5359, 5367, 5368, 5380, 5382, 5383, 5385, 5391, 5397, 5411, 5415, 5418, 5434, 5438, 5443, 5444, 5457, 5458, 5459, 5461, 5462, 5463, 5465, 5466, 5467, 5471, 5475, 5486, 5489, 5588, 5607, 5900

In Foreign Language

German 3040, 3041, 3042, 3043, 3104, 3105, 3301, 3302, 3303, 3310, 3311, 3312, 3313, 3331, 3341H, 3342H, 3401, 3411, 3421, 3422, 3423, 3424, 3431, 3432, 3441, 3442, 3443, 3450, 3490, 5371, 5471, 5472

Greek 1104, 3105, 3106, 3461, 3463, 3464, 3465, 3471, 347 , 3473, 3475, 5310, 5320, 5330, 5370, 5380, 5390

Hebrew 3121, 3122, 3123, 3304, 3307

Italian 3201, 3209, 3219, 3289, 3301, 3303, 3305, 5042, 5321, 5328, 5337, 5384, 5385, 5401, 5402, 5403, 5461, 5481, 5583

Japanese 5261, 5262, 5363, 5364

Latin 3105, 3106, 3461-3467, 3471-3477, 5320, 5330, 5340, 5350, 5360, 5370

Portuguese 3211, 3212, 3213, 3910, 5110, 5120, 5130, 5210, 5220, 5230, 5224

Scandinavian 5201, 5202, 5617, 5618, 5619

Spanish 3104, 3211, 3212, 3213, 3251, 3252, 3253, 3910, 3940, 5101, 5102, 5103, 5104, 5221, 5251, 5272, 5316, 5411, 5501, 5521, 5522, 5523, 5551, 5552, 5553, 5581, 5582, 5583, 5584, 5910, 5940

Also in these departments (contact CBA Student Advising Office for course numbers): Arabic, Bengali, Chinese, Danish, Dutch, Hindi, Marathi, Middle Eastern Studies, Norwegian, Russian, Scandinavian, Sanskrit, and Swedish

AND

3. Choose ONE artistic expression / humanities course (4 credits) from the following list:

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 3970, 3980, 3895, 5950, 5960, 5970, 5990

Art Studio all courses except 3970, 3980, 5970

Classics 5102, 5103, 5109

Dance 1515, 1517, 1518, 1615, 1618, 1715, 1718, 3382, 3390, 3391, 3392, 3395, 3396, 3397

Design 1501, 1521, 1541

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GROUP D: 3. Continued

English 5753
 English Composition 1111, 1112, 1113, 1114, 3101, 3104, 5101, 5102, 5103,
 5104, 5105, 5106
 French 3604
 Humanities all courses except 3004, 3101 through 3106, 3910, 3920, 3970, 3980,
 5030, 5910
 Music all courses except 3970, 3980, 5950
 Scandinavian 5601
 Theatre Arts all courses except 3412, 3980, 5950, 5970
 Women's Studies 3502

ADDITIONAL CREDITS TO EQUAL 90: International Requirement Continued

Middle Eastern Studies 3525, 5125
 Political Science 1025, 3025, 5441, 5443, 5444, 5446, 5448, 5453, 5454,
 5455, 5457, 5877, 5884, 5889
 Scandinavian 3501
 Russian 3501, 3502, 3503
 Slavic 3501, 3502, 3503
 Sociology 3315, 3551, 5675
 South Asian Studies 1506, 3506, 3501, 3502, 3511
 Speech 5231, 5232, 5451

BUSINESS-RELATED GROUP: Accounting, Economics and Statistics 18 credits total
 (A-N GRADE REQUIRED)

1. Accounting 1024, and Accounting 1025 (6 credits). It is strongly recommended that students complete Acct 1051 Sp'81 if possible.
 AND
2. Economics 1001 Macroeconomics and Econ 1002 Microeconomics (8 credits)
 AND
3. QA 1050 Elementary Managerial Statistics (4 credits)
 NOTE: Only ONE introductory statistics course (e.g., QA 1050) will be accepted by CBA for degree credit. Courses in certain departments numbered 3000 or above are often considered introductory courses in statistics.

ADDITIONAL TRANSFERABLE ELECTIVE CREDITS TO EQUAL A TOTAL OF 90 CREDITS:

It is highly recommended that the student begin taking coursework to fulfill the International Requirement of the BSB program. The student may wish to take coursework from the following list of acceptable courses for the International Requirement, or take the pre-requisite courses necessary for them. THE INTERNATIONAL REQUIREMENT IS NOT INCLUDED IN PRE-BUSINESS REQUIRED COURSES; IT IS REQUIRED TO GRADUATE.
 Accounting students should plan to take these courses as prebusiness students.

International Requirement for BSB Program (A-N GRADE REQUIRED) 12 cr. total

1. Choose at least ONE course from the following list of international business and international economics courses (4-12 credits):
 BGS 3004 (must be taken after admission to CBA)
 Economics 5401, 5461, 5462, 5463
 Geography 3341
 Political Science 5889
 Public Affairs 5301
2. Choose additional courses to total 12 credits for BSB Regular program or 8 credits for BSB Accounting program from the following list or preceeding list:
 Agricultural Economics 3080
 Anthropology 3222, 3223, 3241, 3251, 3261, 3281, 3291
 Economics 5307, 5311, 5313, 5315
 Geography 1301, 3121, 3131, 3141, 3161, 3181, 3211, 3212, 3213, 3221,
 3378, 3381, 5132, 5142, 5143, 5171, 5173, 5175, 5181, 5191, 5211,
 5212, 5322
 French 3501, 3502, 3599
 Italian 3501, 3502
 German 3501, 3511, 3512, 3513, 5331
 History 5432, 3707, 3708
 International Relations 3101
 Journalism 5801, 5825

8 cr. total
 for Acct.
 students

Students who began the pre-business requirements Fall 1980 or earlier, may use the following course substitutions for the new pre-business requirements.

- 1* Students who apply to business for Fall 1981 through Fall 1983 are required to complete the College of Liberal Arts Freshman Composition Requirement ONLY for Group A 1.a.b. Accounting students are required to take Comp 1027.
- 2* IF Math 1111 was completed prior to Winter Quarter 1981, Math 1131 is not required, and students may be admitted with Math 1111 and 1142 completed before admission.
 NOTE: Mathematics (b) 4-5 credits in abstract reasoning must be taken to meet the new pre-business requirements.

IF Math 1211 was completed prior to Winter Quarter 1981, Math 1131 is not required, and students may be admitted with Math 1211 and 1221 completed before admission.
 NOTE: Students completing this math sequence are not required to take Mathematics (b) 4-5 credits in abstract reasoning.

- 3* IF the science requirement (8 credits science with a lab) for the Old BSB program was completed prior to Winter Quarter 1981, 4 credits of history or application of science is not required.

IF 4 credits science without a lab was completed prior to Winter Quarter 1981, the student may fulfill the new BSB pre-business science requirement by completing 5 credits science with a lab.

- 4* Students who apply to business for Fall 1981 through Fall 1983 are required to complete 12 credits chosen in ANY COMBINATION FROM Group D 1., 2., 3.

IF Comp 1027 Intermediate Composition was completed prior to Winter Quarter 1981, for the BSB Regular Program, it may be used to fulfill the "Upper Division VI., junior composition" requirement.

Comp 3030 Business Writing may be used to fulfill "Upper Division VI., junior/senior composition" requirement.

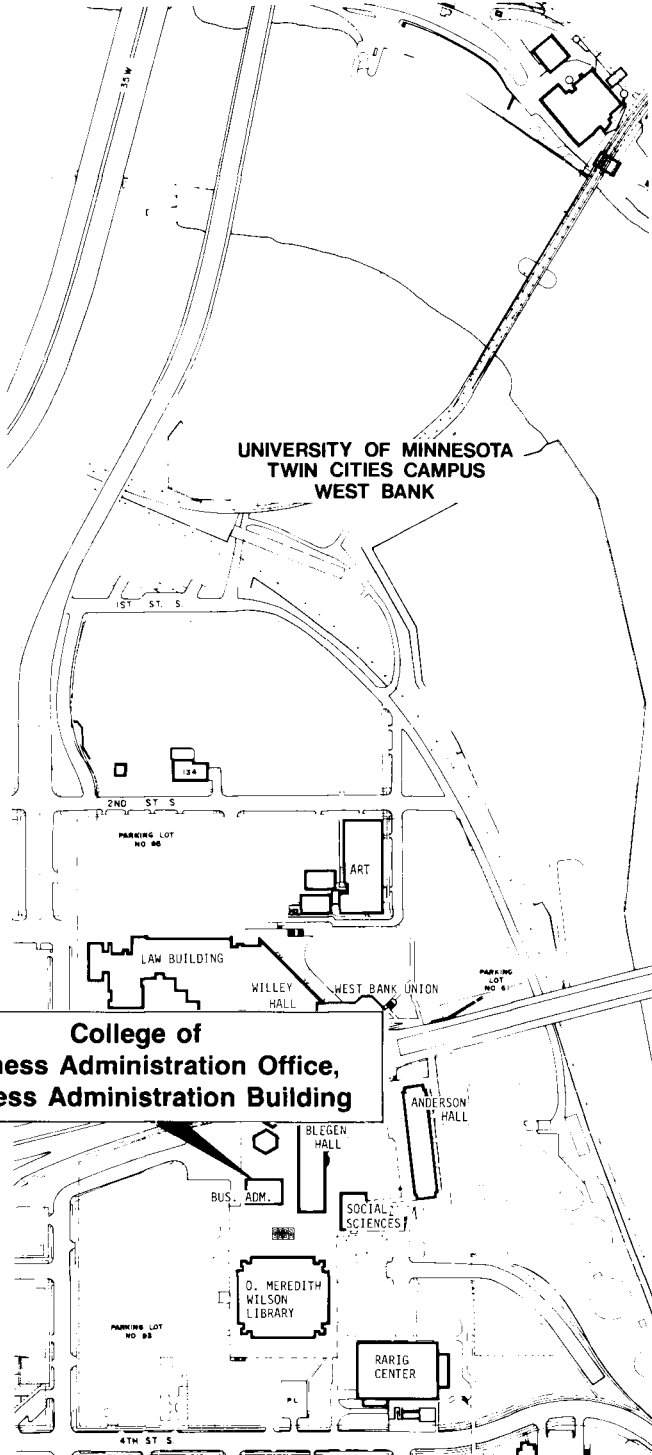
NOTE: Business accepts for credit and grade point average only the first passing grade (D or better) earned in all coursework.

SCHOOL OF MANAGEMENT, UNIVERSITY OF MINNESOTA
B.S.B. REGULAR PROGRAM UPPER DIVISION REQUIREMENTS
for students admitted FALL 1981 or later

- I. 24 credits LOCK-STEPPED BUSINESS CORE COURSE WORK to be completed during the student's first three quarters in CBA (A-N grade required)
- 1st quarter in CBA: Acct 3001 - Managerial Accounting
Mgmt 3001 - Fundamentals of Management
- 2nd quarter in CBA: MIS 3300 - Introduction to Management Information Systems
BFin 3000 - Finance Fundamentals
- 3rd quarter in CBA: OM 3000 - Introduction to Operations Management
Mktg 3000 - Principles of Marketing
- II. 12 credits BUSINESS COURSE WORK selected from the following 6 courses (A-N grade required)
- BGS 3004 - International Business
NOTE: a) This course must be taken after lock-stepped courses.
b) This course cannot be used for both this and the International Requirement.
- BLaw 3058 - Introduction to Law, and the Law of Contracts and Agency
Ins 3100 - Risk Management and Insurance
IR 3002 - Industrial Relations Systems: Labor Markets and the Management of Human Resources
QA 3055 - Introduction to Management Science
Tran 3054 - Fundamentals of Transportation
- III. 12 credits BUSINESS ELECTIVES to be taken after lock-stepped courses (A-N grade required)
- IV. 9 credits SENIOR BUSINESS COURSE WORK to be taken in senior year after lock-stepped courses (A-N grade required)
- BGS 3002 - Business and Society (4 cr.)
Mgmt 3004 - Business Policy: Strategy Formulation and Implementation (5 cr.)
- V. 8 credits REQUIRED ECONOMICS (A-N grade required)
- Econ 3701 - Money and Banking
BGS 3001 or Econ 3105 - Managerial Economics
- VI. 12 credits upper division COMPOSITION AND SPEECH
- 4 credits junior composition - a writing course focusing in term papers, reports, and case writing (a course number is not yet available)
- 4 credits junior/senior composition - a writing course focusing on memos, correspondence, and other business related prose (a course number is not yet available)
- 4 credits upper division speech chosen from:
- Rhet 3254 - Advanced Public Speaking
Rhet 3266 - Discussion Methods
Spch 3605 - Public Speaking
Spch 3641 - Discussion and Conference Methods
Spch 5422 - Interviewing and Communication
- VII. 12 credits INTERNATIONAL REQUIREMENT if not taken prior to admission (A-N grade required)
- see pre-business sheet for admission F'81 or later
- NOTE: BGS 3004, if chosen for the International Requirement, must be taken after student is admitted to CBA, and after the lock-stepped courses are completed.
- VIII. MINIMUM OF 180 TRANSFERABLE CREDITS REQUIRED FOR GRADUATION.

SCHOOL OF MANAGEMENT, UNIVERSITY OF MINNESOTA
B.S.B. ACCOUNTING PROGRAM UPPER DIVISION REQUIREMENTS
for students admitted FALL 1981 or later

- I. 24 credits LOCK-STEPPED CORE COURSE WORK to be completed during the student's first three quarters in CBA (A-N grade required)
- 1st quarter in CBA: Acct 3001 - Managerial Accounting
Mgmt 3001 - Fundamentals of Management
- 2nd quarter in CBA: MIS 3300 - Introduction to Management Information Systems
BFin 3000 - Finance Fundamentals
- 3rd quarter in CBA: OM 3000 - Introduction to Operations Management
Mktg 3000 - Principles of Marketing
- II. 33 credits ADDITIONAL REQUIRED BUSINESS COURSE WORK (A-N grade required)
- BLaw 3058 - Introduction to Law, and the Law of Contracts and Agency
QA 3055 - Introduction to Management Science
MIS 3099 - Elementary Fortran (may be taken S-W)
Acct 3101 - Accounting Theory and Practice I
Acct 3102 - Accounting Theory and Practice II
Acct 3201 - Cost Accounting
Acct 5125 - Auditing Principles and Procedures
Acct 5135 - Income Tax Accounting
Acct 5180 - Advanced Accounting
- III. 4 credits ACCOUNTING ELECTIVE (A-N grade required) (Acct 3199 and Acct 3299 do not apply).
- IV. 5 credits SENIOR BUSINESS COURSE WORK to be taken in senior year after lock-stepped course work is complete (A-N grade required)
- Mgmt 3004 - Business Policy: Strategy Formulation and Implementation
- V. 8 credits REQUIRED ECONOMICS (A-N grade required)
- Econ 3701 - Money and Banking
BGS 3001 or Econ 3105 - Managerial Economics
- VI. 8 credits upper division COMPOSITION AND SPEECH: 4 credits from a.) and 4 credits from b.).
- a.) 4 credits junior/senior composition - a writing course focusing on memos, correspondence, and other business related prose (a course number is not yet available)
- b.) 4 credits upper division speech chosen from:
- Rhet 3254 - Advanced Public Speaking
Rhet 3266 - Discussion Methods
Spch 3605 - Public Speaking
Spch 3641 - Discussion and Conference Methods
Spch 5422 - Interviewing and Communication
- NOTE: In addition to the above 8 credits, Comp 1027 Intermediate Composition is a required pre-business course.
- VII. 8 credits INTERNATIONAL REQUIREMENT if not taken prior to admission (A-N grade required)
- Please see pre-business sheet. At least 4 credits must be chosen from list "1", and the remaining 4 credits may be chosen from either list "1" or "2".
- NOTE: Accounting students should plan to take these courses as PRE-BUSINESS students, with the exception of upper division business courses such as BGS 3004.
- VIII. MINIMUM OF 181 TOTAL TRANSFERABLE CREDITS REQUIRED FOR GRADUATION
- Please see the B.S.B. Accounting planning sheet available in CBA Advising Office for suggested elective courses.



**UNIVERSITY OF MINNESOTA
TWIN CITIES CAMPUS
WEST BANK**

**College of
Business Administration Office,
Business Administration Building**

BUS. ADM.