DePaul University
Bulletin 1974-75

Graduate School of Business

Master of Business Administration
Master of Science in Taxation
THE DOWNTOWN CENTER

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DePaul
University
Bulletin
1974-75

THE GRADUATE SCHOOL OF BUSINESS

MASTER OF
BUSINESS ADMINISTRATION
AND
MASTER OF
SCIENCE IN TAXATION

The Frank J. Lewis Center
25 East Jackson Boulevard, Room 1307
Chicago, Illinois 60604
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ACCREDITATION

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The American Assembly of Collegiate Schools of Business
The National Council for Accreditation of Teacher Education
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The American Bar Association
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Graduate School of Business

LEARNING . . . .

Every institution must constantly examine what it is doing in light of its stated goals and objectives.

In addition to examining what we are doing in the Graduate School of Business at DePaul, we are also constantly re-examining our goals and objectives. Most Schools of Business state their goals in terms of teaching, research and public service; and we share these goals. However, our most important goal is teaching or more specifically its counterpart—learning. The maintenance, direction and perfection of this learning process is our primary concern, and we have revised and continue to revise our program to facilitate this learning experience.

The curriculum has been redesigned and we are now focusing more of our attention on what should be emphasized in the classroom and how we may be able to provide our students with assistance before and after the classroom interface.

What we want our students to acquire is not information; but, knowledge which will give them insight into the problems they will deal with and the decisions they will be required to make in the future. We are also concerned that our students develop the values to assume the responsibilities and obligations of a professional businessman in our complex social and physical environment.

We cannot anticipate the work, the industry or the challenges our students will encounter. We, therefore, attempt to develop the capacity to analyze and to make responsible decisions, and the passion to know—with the realization that this experience is only the first phase of his responsibility to continue to learn.

We are determined to have our students realize that our graduation is called the commencement because it is only the beginning of seeing, understanding and doing.

[Signature]
Director,
Graduate School of Business
MASTER OF BUSINESS ADMINISTRATION DEGREE

The Graduate School of Business offers a late afternoon and evening program of study leading to the degree Master of Business Administration. The program of study offered by each department is described on the pages which follow, under the individual name of each department.

A candidate for this degree must select a field of concentration in Accountancy, Business Economics, Finance, International Business, Industrial Management, Personnel Administration, Systems or Marketing.

Candidates for the degree must satisfactorily complete a minimum of 52 quarter hours of graduate study. Candidates for the degree who possess an undergraduate degree in an area other than business may be required to take up to 24 additional quarter hours.

THE M.B.A. CURRICULUM

FOUNDATION COURSES—Taken only by students who lack adequate undergraduate course work in business subjects.*

GSB 401 FINANCIAL ACCOUNTING
GSB 402 ECONOMIC ANALYSIS
GSB 403 FINANCIAL ANALYSIS
GSB 404 CONTEMPORARY MANAGEMENT
GSB 405 MARKETING MANAGEMENT
GSB 406 LEGAL ASPECTS OF BUSINESS—FUNDAMENTALS

CONCEPTS AND METHODS COURSES

GSB 501 MATHEMATICAL ANALYSIS FOR DECISION MAKING
GSB 502 STATISTICAL ANALYSIS FOR DECISION MAKING
GSB 503 BEHAVIOR, MOTIVATION AND DECISION MAKING

DECISION AREA COURSES—Students normally take 4 of the 5, as directed by the Graduate School of Business.

GSB 511 ACCOUNTING ANALYSIS FOR DECISION MAKING
GSB 512 ECONOMICS FOR DECISION MAKING
GSB 513 FINANCIAL MANAGEMENT
GSB 514 PROBLEMS IN MANAGEMENT AND ORGANIZATIONS
GSB 515 DECISIONS IN MARKETING MANAGEMENT

MAJOR FIELD—Four courses to be selected with approval of department chairman. Major fields include: Accountancy, Business Economics, Finance, International Business, Personnel Administration, Industrial Management, Systems or Marketing.

ELECTIVES—Two courses to be selected with approval of the department chairman. Ordinarily these courses should be outside of major field.

*The minimum preparation must include adequate course work in Accountancy, Business Law, Economics, Finance, Management and Marketing.
MASTER OF SCIENCE IN TAXATION DEGREE

The Graduate School of Business also offers a late afternoon and evening program of study leading to the degree of Master of Science in Taxation. In its emphasis on planning and decision making as the role of the professional in taxation, it is the purpose of the program to integrate a sound technical competence, an appreciation of the social and governmental aspects of taxation, and an awareness of the other relevant functional areas of business and the contribution they make to professional competence. This program is under the direction of the Department of Accounting.

Candidates for the degree must satisfactorily complete a minimum of 48 quarter hours of graduate study. Candidates for the degree who possess an undergraduate degree in an area other than business may be required to take up to 30 additional quarter hours of course work.

THE M.S. IN TAXATION CURRICULUM

FOUNDATION COURSES—Taken only by students who lack adequate undergraduate course work in business subjects.*

GSB 401 FINANCIAL ACCOUNTING
GSB 402 ECONOMIC ANALYSIS
GSB 403 FINANCIAL ANALYSIS
GSB 404 CONTEMPORARY MANAGEMENT
GSB 405 MARKETING MANAGEMENT
GSB 406 LEGAL ASPECTS OF BUSINESS—FUNDAMENTALS
ACCT 480 TAX RESEARCH (2 hours)
ACCT 584 TAXES III

DECISION AREA COURSES

GSB 512 ECONOMICS FOR DECISION MAKING
GSB 513 FINANCIAL MANAGEMENT
GSB 514 PROBLEMS IN MANAGEMENT AND ORGANIZATIONS or any Mgmt elective
ONE NON-TAX ELECTIVE

TAX COURSES—8 courses

Required
ACCT 560T TAXATION OF CORPORATE SHAREHOLDERS
ACCT 561T CORPORATE REORGANIZATIONS
ACCT 566T PROCEDURAL PROBLEMS IN TAXATION
ACCT 598T SEMINAR IN CURRENT PROBLEMS IN TAXATION

Electives FOUR ADDITIONAL TAX COURSES

*The minimum preparation must include adequate course work in: Accounting, Taxation, Business Law, Economics, Finance, Management and Marketing.
G.S.B. COURSES

All courses other than major field and elective courses are designated as Graduate School of Business (GSB), and are coordinated by the Director of Graduate Programs and Faculty Advisory Committees of the Graduate School of Business.

The 400 series—These courses are designed to help the student without previous course work in business understand those concepts that are important in making business decisions. As a result, students completing the 400 course sequence should have sufficient background to complete the 500 level courses.

Courses in this series may be waived based on equivalent undergraduate course work.

The 500 series—The concept and methods courses (GSB 501, 502, 508) are designed to provide the student with the quantitative tools necessary to analyze business problems, along with an understanding of the behavioral considerations and ramifications of business decisions.

Since the major benefit of the concept and methods courses lies in their application, these courses should be taken early in the student’s program.

The GSB 510 series includes the study of the major decision areas in business. These courses make use of problems and cases to demonstrate the application of general theory, the use of methods of analysis and the decision process itself.

Students who have an exceptional background in any of the subject areas of the 500 series courses may substitute different courses with the approval of the Director and the student’s Department Chairman. Applications for substitution are available in the Graduate School Office, Room 1207.

GSB 491—FINANCIAL ACCOUNTING. An introduction to the discipline of measuring quantifiable microeconomic events and the communication of these results to the management, public and government. The accounting equation, accrual basis, inventory methods, depreciation methods, price-level statements, and other accounting principles are developed. The difference between accounting values and economic values is investigated. Prerequisite: Graduate Standing. 4 hours.

GSB 492—CONTEMPORARY ECONOMIC ANALYSIS. The fundamental concepts, models, and analytic tools of micro- and macro-economics, as well as, elements of empirical law, required for competent observation, evaluation, and explanation of economic activity inside and outside the business firm. Prerequisite: Graduate Standing. 4 hours.

GSB 493—FINANCIAL ANALYSIS. A broad course in the principles and theory of money, banking and fiscal actions as a means of understanding how the operations of our financial institutions affect the functioning of our economic system. Attention is also given to the evaluation of monetary and fiscal policies designed to attain the economic goals of society. Prerequisite: GSB 492 or equiv. 4 hours.

GSB 494—CONTEMPORARY MANAGEMENT. Establishes and acquaints the student with the concepts of management process. Considerable emphasis is placed on the review of current literature. Prerequisite: Graduate Standing. 4 hours.
GSB 405—MARKETING MANAGEMENT. Major marketing institutions and the processes which facilitate the flow of goods and services from production to final consumption are studied. Analysis is made of the consumer and of the major factors which influence his buying decisions. Prerequisite: Graduate Standing. 4 hours.

GSB 406—LEGAL ASPECTS OF BUSINESS—FUNDAMENTALS. Presentation of the legal framework within which the businessman must operate is combined in this course with the traditional micro law (substantive rules in the basic areas of contracts, agency, sales and commercial paper). Landmark decisions will be discussed in exemplifying the manner in which law is applied to business. Prerequisite: Graduate Standing. 4 hours.

GSB 501—MATHEMATICAL ANALYSIS FOR DECISION MAKING. The objective of this course is to develop the student’s ability to use mathematical analysis to solve business problems. The limitations of these techniques and the evaluation of the results of the analysis will be given major consideration. Prerequisite: Graduate Standing. 4 hours.

GSB 502—STATISTICAL ANALYSIS FOR DECISION MAKING. The objective of this course is to develop the student’s ability to use statistical analysis to solve business problems. The limitations of the techniques and the evaluation of the results of the analysis will be given major consideration. Prerequisite: Graduate Standing. 4 hours.

GSB 503—BEHAVIOR, MOTIVATION AND DECISION MAKING. This course will consider: 1) the contributions of the various social sciences in describing and predicting human behavior; 2) human behavior in the organization; 3) human behavior in the market; and 4) how human behavior affects decision making. Prerequisite: GSB 501 or equiv. 4 hours.

GSB 511—ACCOUNTING ANALYSIS FOR DECISION MAKING. The student is acquainted with the sources and types of accounting data of a business enterprise and its use in planning, control, and decision making. The concepts and principles of accounting are critically evaluated. Emphasis is placed upon the use of interpretation of accounting information rather than its creation or accumulation. Prerequisite: GSB 401 or equiv. 4 hours.

GSB 512—ECONOMICS FOR DECISION MAKING. Demonstration of the relevance and linkage of economic analysis, data, and institutions to decisions faced by the firm, (a) in its product and resource markets; (b) with respect to industrial and general economic conditions, government and society; and (c) efficient internal operations. Prerequisite: GSB 402 and 403 or equiv. 4 hours.

GSB 513—FINANCIAL MANAGEMENT. The objective of this course is to develop the student’s logic and methodology in identifying significant factors in corporate financial decision making situations and in analyzing these factors to reach supportable conclusions compatible with the objectives of the corporation. The course covers capital budgeting, capital structure and capital costs, dividend policy and current asset management. Prerequisite: Graduate Standing. 4 hours.

GSB 514—PROBLEMS IN MANAGEMENT AND ORGANIZATIONS. The course examines the bases of effective thinking that condition the formulation of executive decisions, and outlines the development of the philosophy of professional management. Prerequisite: GSB 404 or equiv. 4 hours.

GSB 515—DECISIONS IN MARKETING MANAGEMENT. Students are provided with an overview of the marketing process. The orientation is toward the kinds of decisions which marketing managers must make within the limits prescribed by consumer, by government, and by competition. Tools available to marketing managers to facilitate decision making are emphasized. Prerequisite: GSB 403 or equiv. 4 hours.
ACCOUNTANCY

Eldred C. Strobel
Department Chairman

The graduate program in Accountancy has as one of its principal objectives the preparation of students for careers in accounting—not merely jobs. Development of the ability to contribute to improvement of the productive and distributive functioning of society is a desired goal. The analytical, critical and constructive techniques of accounting are increasingly applied to this purpose.

Opportunity is provided for the student to pursue a program of study which will afford him adequate basic preparation for a career in private or public accounting or in the teaching of accounting in the secondary school or college.

Requirements Completion of: 1) G.S.B. requirements; 2) Accountancy 509, 599 and two other 500 level Accountancy courses, approved by the Chairman of the Department; 3) two electives.

Students interested in obtaining a C.P.A. certificate while studying for the M.B.A. should consult the head of the Accounting Department to select appropriate courses.

480—TAX RESEARCH. Tax research methods are taught in the classroom. Course content begins with a study of the history of the body of tax law. A "walk through" technique is employed to give the student first hand experience in the use of a tax research service. Although the course is a prerequisite to admission in the program, the requirement will be waived on proof of proficiency. Proficiency can be proved by showing of satisfactory completion of law school or written research paper (in an assigned area); and examination.
Prerequisite: Graduate Standing. 2 hours.

502—INFORMATION TECHNOLOGY. A treatment of the computer and its relationship to procedures involved in gathering, recording, and processing information. The principles of automatic computation, information-retrieval, and the organization and evaluation of high-speed computing systems are stressed. Flow charting, programming, and problem preparation are covered with applications to business data problems.
Prerequisite: Graduate Standing. 4 hours.

503—COST CONTROL TECHNIQUES. The student will become familiar with the modern methods of cost estimation, accumulation, and control. The role of cost accounting as a vital tool in making short-range and long-range decisions is per-
trayed. Particular attention will be given to advanced knowledge in cost behavior patterns, performance measurement, and transfer pricing. The behavioral aspects of cost accounting will be discussed. The student will be expected to apply the newest quantitative analysis techniques.

Prerequisite: Graduate Standing. 4 hours.

569—ACCOUNTING THEORY. Required of M.B.A. Accounting majors, the student is assisted in the development of a comprehensive philosophy of accounting. Historical origins of accounting concepts, principles, and standards are critically examined in the light of present economic and social institutions and professional practice. Particular attention is given to current problems and literature in the field of accounting theory.  

Prerequisite: GSB 511 or equiv. 4 hours.

512—CURRENT PROBLEMS IN ACCOUNTING PRACTICE. A detailed examination of the decision-making usefulness of published financial statements. Emphasis will be placed on student’s analysis of current and projected financial reporting principles using actual financial statements being issued currently, as well as applicable pronouncements of the Financial Accounting Standards Board (and its predecessor organizations).

Prerequisite: Graduate Standing. 4 hours.

556—APPLICATIONS OF QUANTITATIVE TECHNIQUES FOR MANAGEMENT USES. This course familiarizes the student with the application of the new quantitative analysis techniques to the tasks of planning, controlling, and decision making. The students will gain self-assurance in the use of linear programming and sensitivity analysis, queuing models, learning curves, correlation analysis, inventory control models, PERT, and CPM. They will apply probability theory to decision making under uncertainty. Besides acquiring experience in the use of existing operations research models, the students will be taught to construct their own models on the basis of real-life business situations.  

Prerequisite: GSB 502. 4 hours.

528—BEHAVIORAL ACCOUNTING. The course investigates the effects of accounting methods and reports have upon individual and collective behavior and how they can be altered to motivate individuals and organizations to act in ways to most likely achieve goals they have set for themselves. Particular attention will be given to human resource measurement and the behavioral implications in costing, budgeting, and performance measurement as well as systems design.  

Prerequisite: Graduate Standing. 4 hours.

555—PROFIT PLANNING AND BUDGETING. A study is made of the emerging conceptual framework of long-range and short-range planning. The setting of company objectives, their purpose and benefits; organization of the planning function; forecasting techniques and procedures and uses of probability concepts are discussed. Cost-volume-profit (break-even) analysis, planning-programming-budgeting (PPB), PERT, and CPM applications are also covered. The approach will be conceptual rather than a mere description of the current practices.  

Prerequisite: Graduate Standing. 4 hours.

557—INTERNATIONAL ACCOUNTING METHODS. Intended to familiarize the student with accounting theories, standards and practices presently accepted and in use in the various parts of the world. Attention will be directed to current international accounting problems and emphasis will be placed on problems resulting from reporting business operations of foreign subsidiaries of U.S. Corporations.  

Prerequisite: Graduate Standing. 4 hours.

560T—TAXATION OF CORPORATE SHAREHOLDERS. Emphasis is on the history and philosophy of federal income taxation of distributions to corporate shareholders as well as on the law currently applicable to these distributions. Non-liquidating distributions and distributions in connection with liquidations and reorganizations are thoroughly covered.  

Prerequisite: Graduate Standing. 4 hours.

561T—CORPORATE REORGANIZATIONS. Federal income tax implications of transfers of stock, securities and property in connection with corporate acquisitions, combinations and separations. This course is mainly concerned with the tax consequences to corporate parties to reorganizations and to their shareholders. Emphasis is given to determining the taxability of transactions and assessing the availability of tax attributes to successors in interest.  

Prerequisite: Accounting 560T. 4 hours.

Note: The letter "T" denotes taxation courses.
562T—ADVANCED CORPORATE PROBLEMS. This course deals with federal income
income tax planning in connection with taxable corporations, accumulated earnings tax,
personal holding companies, small business corporations (Subchapter S), consolidated
tax returns, and multiple corporations.
Prerequisite: Accounting 560T and 561T. 4 hours.

563T—PARTNERSHIPS. An in-depth analysis of the federal income tax rules governing
partners and partnerships. The course includes study of the aggregate and entity
theories, partnership distributions and liquidations, dispositions of partnership inter-
ests, transactions concerning unrealized receivables, and substantially appreciated
inventory items and special basis adjustments.
Prerequisite: Graduate Standing. 4 hours.

564T—TRANSACTIONS IN PROPERTY. This course is concerned mainly with the fed-
eral tax implications of income and losses derived from sales and exchanges of
property. Emphasis will be given to the determination and recognition of gain or
loss, nature of gain or loss (capital or ordinary), basis and holding period.
Prerequisite: Graduate Standing. 4 hours.

565T—TAX ACCOUNTING, PERIODS, AND METHODS. This course deals with federal
income tax planning in view of determination of the proper periods for reporting income
deductions, overall methods of tax accounting, and special elections available to
taxpayers.
Prerequisite: Graduate Standing. 4 hours.

566T—FEDERAL INCOME TAX PROCEDURES. A study of the procedures which must
be followed when dealing with the Internal Revenue Service and possible alternative
courses of action. Included are such topics as the organization of the Internal
Revenue Service, filing requirements, refund claims, closing agreements, examination
procedures, protests, assessment, payment and collection of tax, statute of limitations,
and interest and penalties.
Prerequisite: Graduate Standing. 4 hours.

567T—INTERNATIONAL ASPECTS OF UNITED STATES TAXATION. This course
covers the federal income taxation of United States persons on foreign-source income
and of nonresident aliens and foreign corporations on United States-source income.
Topics covered include: among others, the foreign tax credit, Western Hemisphere
Trade Corporations, Possessions Corporations, Subpart F income, and foreign per-
sonal holding companies.
Prerequisite: Graduate Standing. 4 hours.

568T—ESTATE AND GIFT TAXES AND TRUSTS. This course examines the tax ramifi-
cations of lifetime and testamentary arrangements for the transfer of wealth. Subjects
covered include: the estate and gift taxes and the income taxation of estates
and trusts. Emphasis will be on examination of the structure of this particular tax
system; therefore, the marital deduction, retention of control, gifts in contemplation
of death, skipping a generation, distributions, and multiple taxpayers concepts will
be given special attention.
Prerequisite: Graduate Standing. 4 hours.

569T—CONCEPTS OF DEFERRED COMPENSATION. The nature, purpose and opera-
tion of the various forms of deferred compensation are examined and evaluated:
employee pension, profit sharing and stock bonus plans; stock options; executive
compensation plans; retirement plans for self-employed individuals; other plans.
Prerequisite: Graduate Standing. 4 hours.

570T—CONCEPTS OF STATE AND LOCAL TAXATION. This course deals with the
common types of taxes imposed by state and local governments. Income, sales, fran-
chise and property taxes are analyzed for similarities and differences. Emphasis is
on basic underlying principles and the application of these principles to various
types of transactions.
Prerequisite: Graduate Standing. 4 hours.

572—ADVANCED DATA PROCESSING TOPICS. See Management 572.
575—ADVANCED SYSTEMS TECHNIQUES. See Management 575.
578—PROBLEMS IN SYSTEMS DESIGN AND MANAGEMENT. See Management 578.
579—GRADUATE SEMINAR IN SYSTEMS. See Management 579.
584—TAXES III. A study is made of the more difficult problems arising under federal
income tax laws. Attention is given to such topics as returns; assessments; refunds;
NOTE: The Letter "T" denotes taxation courses.
protests; personal holding companies; improper accumulations of surplus; reorganizations; valuations; and gift and estate taxes. This course is intended for students in the M.B.A. program. Those in the Taxation program Not having the equivalent of Taxes I and Taxes II at the undergraduate level, must take this course as a prerequisite. (Not counted among the eight required).

**Prerequisite:** Graduate Standing. 4 hours.

585—FINANCIAL REPORTS FOR INVESTORS. An advanced course in preparing financial reports for the investing public, including the requirements of the Securities and Exchange Commission. The role of the public accountant and the responsibilities of corporate management in reporting to existing owners and potential investors is covered. Included are problems of financial statement presentation; evaluation of assets, liabilities, and operating results; allocation of income taxes; and statements giving effect to financing, mergers, and acquisitions.

**Prerequisite:** Graduate Standing. 4 hours.

586—FINANCIAL MANAGEMENT AND CONTROL. The responsibilities of the Chief Financial Executive and the functions of the Controller’s and Treasurer’s departments are discussed. Special attention is given to duties involving relationships to other members of the management team. The administrative problems encountered as a member of top management are discussed as well as financial and accounting fundamentals and techniques.

**Prerequisite:** Graduate Standing. 4 hours.

587—SEMINAR IN CURRENT PROBLEMS IN TAXATION. The role of taxation in our society is explored through study of the historical development and current status of the various types of taxes and taxing jurisdictions in the American tax system. Current developments and policies are discussed against this background. A research paper is required. **Required course for all candidates for Master of Science degree in taxation.**

**Prerequisite:** Permission. 4 hours.

599—GRADUATE SEMINAR IN ACCOUNTANCY. Required of M.B.A. Accountancy majors, attention is directed to current problems in accounting theory and practice. The course includes extensive reading and research in the literature of accounting, reports and papers.

**Prerequisite:** Accounting 509. 4 hours.

**NOTE:** The letter “T” denotes taxation courses.
The degree of Master of Business Administration with a concentration in Business Economics offers its holder a wide variety of career options. In fact, when one examines the business world and government, there are few positions in which trained economists cannot be found. In 1968, the National Association of Business Economists estimated well over 15,000 economists in the United States. Somewhat less than half were employed by academic institutions, about 20% by government and non-profit institutions, while the rest were business economists. More importantly, there are many more that are not employed specifically as economists, but achieve success on the more responsible executive levels in all types of business: manufacturing, transportation, utilities, communications, banking, insurance, retailing, investment, finance, mining. For 1970, the U.S. Bureau of Labor Statistics estimates employment of people trained in economics at 38,000 with annual average openings of 2,300 to 1980 and excellent opportunities for those with graduate degrees in business, government, and teaching.

The student interested in a business career without a definite economics specialty in mind is advised to elect those economics courses (four) that are broad in scope and more relevant than for, say, teaching economics; for example, Labor Force Analysis and Wage Theory, might be preferable to Economics 530, History of Economic Thought. On the other hand, however, the student should feel free to elect on the basis of personal interest and exploration since the required program establishes a solid foundation on which to build, and, too, the modern business executive is increasingly cognizant of the importance of the economic thinking of the past. Consultation with the Economics Department Faculty is recommended to work out the best elective course program.

The growth of the profession of business economist has been phenomenal since World War II and has resulted from an increasing awareness by businessmen of the assistance economics can provide in solving business problems and formulating business policies. According to the National Association of Business Economists, business economists are generalists rather than specialists, though indeed,
there are outstanding exceptions. The Association and the Economics Department recommends a broad knowledge of theory, data, and institutions, not to mention quantitative techniques. But, again, though mathematics and statistics become increasingly vital, the ability to communicate is perhaps more important for the majority of business economists. Ordinarily, the business economist works in such a wide range of industrial, commercial, and financial organizations and is responsible for such a broad spectrum of problems that his activities cannot be described here in any specific way. Faculty advisors can provide information on duties performed and the relevant courses within the constraints of the M.B.A. curriculum.

Requirements Completion of: 1) G.S.B. requirements; 2) Economics 511, 514, or 505, 506; and two 500 level Economics courses to be approved by the Chairman of the Department; 3) two electives.

505—ADVANCED PRICE AND DISTRIBUTION THEORY. An advanced course in microeconomic theory. Extensive reading in the field is required and recent developments are examined. Emphasis is on those modern contributions which have made economic theory more realistic and applicable to the world of business.

Prerequisite: Graduate Standing. 4 hours.

506—ADVANCED INCOME THEORY. A macroeconomic analysis which examines the determination of income, employment, prices and their interrelations aiming at the construction of a general theory. The dynamic character of income determinations will be emphasized as well as the effects of government policy, economic institutions and social goals.

Prerequisite: Graduate Standing. 4 hours.

510—MANAGERIAL ECONOMICS. This course studies the application of economic theory to the decision-making problems of the firm. Topics include: demand analysis and sales forecasting; production and cost analysis; business criteria for investment; forecasting economic activity; pricing; output and marketing decisions.

Prerequisite: Graduate Standing. 4 hours.

511—BUSINESS AND ECONOMIC FORECASTING. This course will be primarily concerned with macroeconomic data, variables, and predictions. Emphasis will be on the need for accurate predictions of economic activity and the importance of accurate predictions in implementing national economic policy and in making intelligent business decisions.

Prerequisite: Graduate Standing. 4 hours.

514—INDUSTRIAL ORGANIZATION AND PRICES. A course designed to investigate the structure and behavior of modern industrial markets. In addition to surveying modern theories of pricing in oligopolistic markets and the forms and effectiveness of competition in selected industries, the nature and rationale of certain institutions and practices will be studied, e.g. problems of entry, excess capacity, vertical and horizontal integration, mergers and the problems of conglomerates, patents and cross-licensing, the economics of advertising, and concentration in industry.

Prerequisite: Graduate Standing. 4 hours.

515—BUSINESS AND PUBLIC POLICY. A critical examination of the relationship between government and private enterprise in modern economic life. Norms for establishing spheres of government activity are evaluated. The role of government in promoting competition, in regulating business practices, and in promoting economic stability is examined, as well as the effects of such activities on the private enterprise system.

Prerequisite: Graduate Standing. 4 hours.

518—LABOR FORCE ANALYSIS AND WAGE THEORY. A study of the American labor force: measurement, characteristics, behavior under changing income, employment, and technology. An examination of recent trends in real and money earnings and the distribution of the national income provides the basis for a critical economic analysis and appraisal of contemporary wage theory.

Prerequisite: Graduate Standing. 4 hours.

330—HISTORY OF ECONOMIC THOUGHT. A study of the evolution of the science of economics. Emphasis is on the important contributions made to the field by the great thinkers, starting with the Physiocrats and extending to the work of contemporary economists.

Prerequisite: Graduate Standing. 4 hours.
559—MODERN ECONOMIC SYSTEMS. A study of the theory and practice of modern economic systems. Attention will be devoted to the United States, the Soviet Union and other major nations. \textit{Prerequisite: Graduate Standing.} \text{4 hours.}

560—REGIONAL AND URBAN ECONOMICS. This course is composed of two parts. First, an analysis and evaluation of the following methods of regional science will be made: economic base studies, regional multipliers, input-output analysis, industrial location measures, shift and share analysis and gravity migration models. The second part of the course inquires into the problems of regional income inequality, planning, system of cities, and cost benefits analysis to social problems of the cities. \textit{Prerequisite: Graduate Standing.} \text{4 hours.}

557—TOPICS IN THEORY OF INTERNATIONAL TRADE. Modern theories of international trade: Classical theory of comparative advantage, factor proportions theory, factor price equalization, application to international trade of welfare economics, including regional economic integration, commercial policy and tariff problems. \textit{Prerequisite: Graduate Standing.} \text{4 hours.}

560—DEVELOPMENT OF THE AMERICAN ECONOMY. This course describes the economic development of the United States by tracing the effects of the significant innovations. Consideration is divided among the various American metropolitan economies. \textit{Prerequisite: Graduate Standing.} \text{4 hours.}

580—TOPICS IN QUANTITATIVE ECONOMICS. This course is designed to acquaint students with certain areas of quantitative and mathematical economics. Topics generally included in this course are activity analysis, linear programming, game theory, input-output analysis, growth theory and inventory and portfolio analysis. \textit{Prerequisite: Econ. 305 and 306, and elementary knowledge of (1) Differential Calculus, (2) Matrix Algebra, and (3) Statistics.} \text{4 hours.}

599—SEMINAR IN ECONOMICS. This course seeks to integrate and unify economic theory and history and empirical economics. The logical structure of economic theory, the interpretation and the testing are emphasized. Students are expected to read, analyze, and discuss articles and books throughout the course. \textit{Prerequisite: Graduate Standing.} \text{4 hours.}
FINANCE

Thomas J. Kewley
Department Chairman

FINANCE

The graduate program in Finance is designed to bring into sharp focus problems in both the public and private sectors of the economy. This program aims to enlarge the student's concepts of such problems, and in particular is designed to stress the pervasiveness of the effects of decisions in these fields. Because of these widespread influences, the program is directed toward an integration of the effects, both direct and indirect, of the financial impact upon all areas of economic activity.

**Requirements** Completion of: 1) G.S.B. requirements; 2) Finance 599 and three other 500 level Finance courses; 3) two electives.

Career orientations in finance include: Corporate Management, Securities Management, Banking and Financial Institutions and Government. Students interested in any of these areas may use the following as a guideline in selecting major field courses.

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INTERNATIONAL BUSINESS

The graduate program in International Business is designed to challenge the student in the interdisciplinary nature of international business problems. It aims to provide integrated study in the finance, accounting, taxation, marketing and management aspects of corporations engaged in international transactions.

**Requirements** Completion of: 1) G.S.B. requirements; 2) Finance 598 and three of the following: Accounting 557, Economics 557, Finance 557, Marketing 557 or 560; 3) two electives.

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505—FINANCE AND PUBLIC POLICY. Contemporary issues in the area of fiscal, monetary and debt management, and the problems of conflicting goals are critically analyzed through intensive reading and discussions of technical journal articles and individual research papers.

Prerequisite: Graduate Standing. 4 hours.

507—GOVERNMENT FINANCE: ISSUES AND PROBLEMS. An examination is made of the revenues and expenditures of states, municipalities and other political subdivisions. To this end the financing vehicles including general obligations, funded debt limitations, special assessment securities and other financing means are examined, and the tax exempt municipal market including portfolio eligibility is analyzed.

Prerequisite: Graduate Standing. 4 hours.

510—ADVANCED MONETARY THEORY AND BANKING PROBLEMS. This course is designed to provide a critical examination and analysis of recent monetary policies together with their impact upon the commercial banking system. In particular problems involving interest rates, the value of money and qualitative portfolio changes are examined in detail in the light of current theoretical contributions.

Prerequisite: Graduate Standing. 4 hours.

511—BUSINESS AND ECONOMIC FORECASTING. This course will be primarily concerned with macroeconomic data, variables, and predictions. Emphasis will be on the need for accurate predictions of economic activity and the importance of accurate predictions in implementing national economic policy and in making intelligent business decisions.

Prerequisite: Graduate Standing. 4 hours.

528—PORTFOLIO MANAGEMENT. Analysis of contemporary theories and techniques available to achieve superior selection and management of securities portfolios. Review and evaluation of significant literature. Emphasis on problems of timing and strategies in response to changing economic and financial conditions.

Prerequisite: GSB 501, 502, and 512. 4 hours.

551—PROBLEMS IN CORPORATE FINANCIAL POLICY. Present developments and controversies in the area of corporate financial management are examined. Cases are selected to reveal the wide range of financial problems susceptible to effective analysis with prevailing techniques.

Prerequisite: Graduate Standing. 4 hours.

557—PROBLEMS IN INTERNATIONAL FINANCE. A consideration of the major current issues in selected areas of international finance forms the core of this course. To this end an examination is made of foreign exchange rates, the International Monetary Fund, stabilization funds and other relevant institutions as related to both short and long term capital movements and gold flows as reflected in the balance of payments statement. A critical and intensive analysis of recent literature is pursued involving group discussion and individual research.

Prerequisite: Graduate Standing. 4 hours.

598—GRADUATE SEMINAR IN INTERNATIONAL BUSINESS. This seminar is required of all students majoring in International Business. Students will be required to review authoritative current contributions in the field and pursue an original investigation on some aspect of international business approved by the seminar professor.

Prerequisite: Graduate Standing. 4 hours.

599—GRADUATE SEMINAR IN FINANCE. The seminar is required of all students majoring in Finance, in which an original investigation upon some subject authorized by the seminar instructor is pursued. The object is to define a unique problem, investigate profitable sources of evidence, and reach rationally supported conclusions.

Prerequisite: Graduate Standing. 4 hours.
INDUSTRIAL MANAGEMENT

The fundamental purpose of industrial management among the categories of economic activity is the enhancement of use values in a material sense. The graduate program in industrial management thus addresses itself to the problem of maximizing the output of goods and services with a minimum expenditure of the productive factors.

The courses included in the program achieve this larger objective insofar as attention is concentrated upon a) the mastery of specific industrial engineering techniques, b) the inculcation of those principles of organization which make for effective coordination of the production area with related functions, and c) an appreciation of the non-material values which pervade human, social and economic relationships.

Requirements Completion of: 1) G.S.B. requirement; 2) Management 553, 510, 599 and one other 500 level Management course, approved by the Chairman of the Department; 3) two electives.

PERSONNEL ADMINISTRATION

Among the major functional areas of business and industry, that of personnel management has most recently been accorded the fullness of stature which its importance warrants. In the last two decades, the growth of labor combinations in both industrial and craft areas has fully matched the older trend toward industrial combination. The necessity of adjusting managerial policy and practice to accord with labor's legislatively protected rights of collective bargaining and self-help makes a scientific approach to industrial relations not only desirable but obligatory.

The graduate course work in personnel administration is designed to a) develop mastery of those specific personnel and industrial engineering techniques which make for maximum productivity in the equitable employment of labor, b) familiarize the student with the law of labor relations, and c) develop a recognition of the non-material values which pervade the employer-employee relation.

Requirements Completion of: 1) G.S.B. requirement; 2) Management 520, 553, 599 and one other 500 level Management course, approved by the Chairman of the Department; 3) two electives.
SYSTEMS

The systems approach involves the application of trained and organized common sense to the development of the most efficient solutions to specific problems. In the systems approach, the most effective use of men, machines, materials and money is of major concern. The systems practitioner must analyze the objectives and the methods available to attain them before concerning himself with the details of design and implementation of a system. On the basis of this analysis, he evaluates all alternate solutions and determines the most efficient approach.

The graduate program in Systems, therefore, is designed to a) develop mastery of basic and advanced systems and information processing techniques and methods and how they are applied in a variety of situations; b) provide a knowledge of the general business and economic framework within which systems work is generally conducted; c) familiarize the student with the quantitative approach to decision making, which is being accorded increasing emphasis in the business community; and d) develop proficiency in the communications and other human relations skills so vital to successful systems work.

Requirements Completion of: 1) G.S.B. requirement; 2) Management/Accountancy 531, 572, 575 and 579; 3) two electives.

503—EXECUTIVE DECISION MAKING. An intensive study of the executive decision making process. Special attention is given to the environment in which decision making occurs, and to the practical and personal problems of the executive who must make the decision. An examination is made of scientific techniques employed in reducing the area of uncertainty in decision making.

Prerequisite: Graduate Standing. 4 hours.

510—ADVANCED PRODUCTION MANAGEMENT AND OPERATIONS RESEARCH. An advanced treatment of production management activity, incorporating an intensive consideration of recent developments in management application of operations research. The techniques of operations research are examined and applied to production from the management point of view.

Prerequisite: GSB 501 or equiv. 4 hours.

513—HUMAN RELATIONS AND ADMINISTRATIVE BEHAVIOR. Industrialization is accompanied by two dominant classes or problems — technological problems and problem of human collaboration. An investigation is made of the programs of human collaboration, popularly called human relations, and the focus is on management human relations philosophy as it is translated into administrative behavior.

Prerequisite: Graduate Standing. 4 hours.

526—PERSONNEL THEORY AND CONTEMPORARY PRACTICE. The general and special managerial functions of the personnel department administrator are examined as they are exercised in the personnel department's functions. Particular emphasis is given to recent development and applications of personnel techniques.

Prerequisite: GSB 514 or equiv. 4 hours.

521—MANAGEMENT OF SMALL BUSINESS: THEORY AND APPLICATION. The primary concern of this course is the examination of the application of Management concepts to Small Business with special emphasis on conditions that prevail in Small Business organization. Operation of product- distribution- and service-oriented firms are critically evaluated. A field study and a research paper involving the application of the concepts in a specific firm is required by each student.

Prerequisite: GSB 514 or equiv. and permission. 4 hours.

531—COMMUNICATION FOR MANAGERS: CURRENT THEORY AND PRACTICE. An advanced course designed to analyze communication in organizations. The student examines various factors identified in the behavioral science literature as affecting the communication network among differentiated individuals and groups that serve to integrate organizational processes, and subjects them to critical analysis.
Communication skills of the student are developed in the process of conducting a field study evolved from problems that he currently deals with.

Prerequisite: GSB 514 or equiv. 4 hours.

540—ORGANIZATIONAL DESIGN. An investigation of the various approaches to diagnosing, defining, and designing solutions to structural and process problems in organizations. The views of researchers, consultants, and practicing managers will be analyzed for selected types of problems at various levels within the organization.

Prerequisite: Permission. 4 hours.

553—ADVANCED ORGANIZATION THEORY. The four major areas: individual behavior, small group behavior, formal organizations, and organizational dynamics are covered. A rigorous analysis of the ideas and research findings underlying various approaches to individual and group behavior in complex organizations is offered. Heavy reliance is placed on current relevant research studies in the areas of sociology, psychology, social psychology, anthropology, as well as the current literature on leadership and administration.

Prerequisite: GSB 511 or equiv. 4 hours.

560—LABOR RELATIONS LAW AND GOVERNMENTAL POLICY. Examines the legal requirements and constraints which affect the collective bargaining process. Emphasis is placed upon the historical background of labor law, and on the Supreme Court decisions affecting the application of these laws to labor relations. Present public policy regarding labor law is reviewed.

Prerequisite: Graduate Standing. 4 hours.

561—COLLECTIVE BARGAINING. An examination of the collective bargaining process in terms of its functions, its benefits and restraints upon the employer and union, and the effect of bargaining upon the economy. Attention is given to contract negotiation and arbitration. Caser constitute an integral part of the course.

Prerequisite: Management 560. 4 hours.

562—GRIEVANCE SETTLEMENT: MEDIATION AND ARBITRATION. A study of methods used in the settlement of disputes arising during the term of a collective bargaining agreement. Management's reserved rights and obligations are reviewed, and the legal basis of labor arbitration is discussed. Differences with regard to the public sector are reviewed briefly.

Prerequisite: Graduate Standing. 4 hours.

572—ADVANCED DATA PROCESSING TOPICS. Going beyond the basic data processing hardware and software considerations, this course will consider such advanced topics as operating systems, multiprogramming and related topics; new input-output and storage techniques; data communications, and remote data processing; auditing and control of data processing systems; management information systems; and other selected topics.

Prerequisite: Accounting 502 or permission. 4 hours.

575—ADVANCED SYSTEMS TECHNIQUES. This course assumes a familiarity with basic systems techniques and tools such as data gathering, recording, and analysis, flow charting, decision tables, system implementation, etc. Topics to be covered include systems concepts and philosophy, project management, advanced tools of systems analysis and design, the human element in systems, and others.

Prerequisite: Management 505 or permission. 4 hours.

578—PROBLEMS IN SYSTEMS DESIGN AND MANAGEMENT. Problems in systems design, analysis, implementation, and management are presented, discussed and analyzed. The emphasis in this course is on developing an analytical ability for dealing with systems problems and a professional capability in planning and managing systems.

Prerequisite: Management/Accountancy 575. 4 hours.

579—GRADUATE SEMINAR IN SYSTEMS. Formal aspects of the course will provide a framework for integrating the various areas and disciplines studied in other courses. The student will be required to work on a major systems project which will be presented and evaluated in group sessions. Readings, classroom discussion and group participation will be required of all students.

Prerequisite: Management/Accountancy 575. 4 hours.
580—LINEAR MODELS FOR DECISION MAKING. Presentation of basic concepts of linear algebra and matrix theory with emphasis on business applications. Input-output analysis is given in matrix notation and terminology. A detailed treatment of allocation models—linear programming model, transportation method and the assignment problem—will be studied with attention to duality and the relationship of linear programming to game theory. 
Prerequisites: GSB 501 and 502 or equiv. 4 hours.

581—NON-LINEAR MODELS FOR DECISION MAKING. This course is an introduction to a number of standard operations research models relevant to executive decisions. Utilizing probabilistic and statistical concepts, topics include decision process, classical optimization techniques for unconstrained and constrained problems (Lagrange multipliers), integer and dynamic programming, queuing theory, simulation, graphs, and network analysis. Prerequisite: GSB 501 and 502 or equiv. 4 hours.

582—APPLICATION OF QUANTITATIVE METHODS IN DECISION MAKING. The study and application of various quantitative models employed in management in the decision-making process. Topics include relevant probability and statistics, regression analysis, forecasting, statistical quality control, scheduling models, inventory models, capital investment and replacement models and renewal theory. Prerequisites: GSB 501 and 502 or equiv. 4 hours.

598—PROBLEMS IN MANAGEMENT OF ORGANIZATIONS. An examination is made of the major current issues confronting management. In this course each student will be assigned a specific problem to investigate and will be required to make a presentation of his findings to the class. Prerequisite: Permission. 4 hours.

599—GRADUATE SEMINAR. Required of all graduate students majoring in industrial management or personnel administration. Formal aspects of the course concern a review of the authoritative contributions in the field of scientific organization and management. A research paper in some special phase of organization or management will be required. Prerequisite: Permission. 4 hours.
MARKETING

James M. Comer
Department Chairman

One of the major challenges in our society is delivering a higher standard of living to the consumer. This must be accomplished not only through the physical and legal movement of goods and services, but also by the anticipation and understanding of consumer needs.

The challenge of anticipating and responding to the needs of a more affluent consumer with more subtle motives is further complicated by increased competition and more government regulations. As a result, marketing decision makers must possess a sophistication of a greater dimension.

Some of the many career orientations in marketing include: marketing management, communications management, industrial marketing, international marketing, product development, distribution management, marketing research and consumer analysis.

In response to these challenges and responsibilities, the marketing department offers a wide variety of courses allowing a student to follow one of the specific career orientations sighted above, or to follow a broad program touching on several areas.

Requirements: Completion of: 1) G.S.E. requirement; 2) Marketing 525 or 599; and three other 500 level Marketing courses, approved by the Chairman of the Marketing Department; 3) two electives.

525—PROBLEMS IN MARKETING RESEARCH. Students are trained in the use of research techniques in the solution of practical marketing problems. Cases selected for analysis will be drawn in such a way as to reveal the wide variety of marketing problems susceptible to effective analysis with prevailing techniques. Prerequisite: Graduate Standing. 4 hours.

530—PRODUCT MANAGEMENT AND DEVELOPMENT. An analysis of the evolution and development of a product line. The major considerations, alternatives and decisions that must be made to maximize the contribution of a product or product line. The factors that are involved in integrating a product policy into an overall marketing program. A study of the role of the product or brand manager as it varies from firm to firm and industry to industry. Students taking this course may not take Marketing 585. Prerequisite: Graduate Standing. 4 hours.
539—MARKETING STRATEGY AND TACTICS. A review of the strategies and tactics that are open to a marketing manager. An analysis of the factors that should be used to determine the most appropriate strategy to reach the established goals. The comparison of the development of strategy and tactics in other fields in order to evaluate their potential application to marketing.
Prerequisite: Graduate Standing. 4 hours.

540—MARKET ORGANIZATION AND PRICE POLICIES. A review of the various market structures that may be encountered and their impact on a firm’s goals, plans and operations. The identification of the forces and factors that must be identified and dealt with in achieving the desired results. Special attention will be given to price and the policies that can be set to maximize what the firm has committed itself to. Alternatives to competing on the basis of price will be reviewed very carefully.
Prerequisite: Graduate Standing. 4 hours.

545—PROBLEMS IN CONSUMER ANALYSIS. An analysis of the challenges of attempting to predict and respond to the changing demands of the consumer and the consumer movement. An analysis of cases where firms have succeeded and failed in responding to the demands of the consumer. A review of the various theories and techniques that attempt to explain consumer behavior.
Prerequisite: Graduate Standing. 4 hours.

550—PROBLEMS IN INDUSTRIAL MARKETING. A study of the industrial market and a comparison to the consumer market through case analysis. A comparison of the various industrial markets and the factors that must be considered in setting up a marketing program. The success and failures of various campaigns in the industrial market as a basis for setting up a program of designing appropriate marketing programs.
Prerequisite: Graduate Standing. 4 hours.

557—INTERNATIONAL MARKETING. Emphasis is on the social and economic differences of markets in other countries and the system for distributing goods. An analysis is made of the organization of channels, governmental policies, the methods used to build foreign sales, marketing research, advertising, and other problems distinctive to international business.
Prerequisite: Graduate Standing. 4 hours.

560—PROBLEMS IN INTERNATIONAL MARKETING. A study of the major factors that will influence the success of failure of an international marketing program. An analysis of the success and failures of various firms as revealed in case discussion, lectures and research. The design of an international marketing program under different market situations.
Prerequisite: Graduate Standing. 4 hours.

565—PROBLEMS IN THE STRATEGY OF MASS DISTRIBUTION. An analysis of the challenges in establishing and maintaining a mass distribution network. The identification of the options that are open to a mass distributor and the variety of challenges that may develop. A systematic study of the successes and failures in order to identify the strategic factors that must be monitored and adjusted to.
Prerequisite: Graduate Standing. 4 hours.

570—MARKETING MODELS AND QUANTITATIVE ANALYSIS. A review of the existing marketing models with the view of designing new ones. The study of the specific marketing problems that lend themselves to analysis by specific quantitative methods. A strategy for handling such problems when they do occur and deciding what action to take.
Prerequisite: GSE 501, 502, and Acc. 502 or equiv. 4 hours.

575—MARKETING COMMUNICATION. Advanced marketing students are provided with effective ways of reaching various publics with messages from diverse firms and industries. The course emphasizes the behavioral aspects of audience in relation to persuasive communication.
Prerequisite: Graduate Standing. 4 hours.

580—COMPUTER APPLICATION TO MARKETING PROBLEMS. The study of the actual and potential uses of the computer in solving marketing problems. The use of the computer as a tool to developing different marketing strategies and reactions to changes in the market and challenges by competitors. The use of the computer to establish a total information system.
Prerequisite: GSE 501, 502, and Acc. 502 or equiv. 4 hours.
MARKETING STRATEGY AND PRODUCT DEVELOPMENT. The course objective is to examine the marketing strategy entailed in product planning, development, and market introduction. Students taking this course may not take Marketing 530.
Prerequisite: Graduate Standing. 4 hours.

PROBLEMS IN MARKETING MANAGEMENT. Cases in the major problem areas in marketing are presented, discussed, and analyzed. The emphasis in this course is to develop an analytical ability for dealing with marketing problems and developing a professional capability in planning and executing marketing policy.
Prerequisite: Graduate Standing. 4 hours.

MARKETING AUDIT. The goals of this course will be to identify the variables that should be measured in evaluating a marketing program. The designing of the monitoring system to gather the appropriate evidence and the establishment of the criteria to evaluate the results so that the executive knows what action to take. The procedures for selecting the most appropriate action will be developed and the reservations in making such a decision will be explored.
Prerequisite: Graduate Standing. 4 hours.

MARKETING FUTUROLOGY. The systematic study of the changes in our society over time and the predicted impact on marketing. A review of the techniques of predicting the future and the various positions taken by various people. A study of how marketing people can prepare and adjust to the forthcoming changes.
Prerequisite: Graduate Standing. 4 hours.

GRADUATE SEMINAR IN MARKETING. Individual original and secondary research is undertaken by the student in selected phases of marketing. Following the collection, analysis, and interpretation of his research findings, the student organizes and presents his results orally and/or in writing to the seminar group and the seminar supervisor.
Prerequisite: Permission. 4 hours.
BUSINESS LAW

Lawrence W. Ryan
Department Chairman

506—LEGAL ASPECTS OF BUSINESS—IN THE MANAGERIAL PROCESS. In addition to a presentation of general corporate legal theory, stress is placed upon the most critical aspect of administrative legal liability and duties out of which this flows. The internal and external responsibilities of the corporate officer, director or manager as well as that of the members of partnership is reviewed thoroughly in the light of recent legal developments.

Prerequisite: GSB 406 or equiv. 4 hours.

507—LEGAL ASPECTS OF BUSINESS—ANTI-TRUST AND TRADE REGULATION. A presentation in the macro area of law involving anti-trust and trade regulation is stated, and meaningful examples of the application of the law to business practices are provided.

Prerequisite: GSB 406 or equiv. 4 hours.

508—LEGAL ASPECTS OF BUSINESS—TOTAL PERSPECTIVE FOR THE EXECUTIVE. Personal legal liability of the business executive has received considerable attention of recent years, thus highlighting the need for a view of totality of his legal environment. It demands an integrated understanding and planning of the reciprocal aspects of his legal, social and ethical responsibilities and rights encountered in his office, outside and at home. From the end of the spectrum focusing on possible criminal and civil liabilities to the familial responsibility of proper estate planning, the "socio-legal world of the executive" is presented.

Prerequisite: GSB 406 or equiv. 4 hours.
ADMINISTRATION

Study in the Graduate School of DePaul University is under the administration of the Dean of the Graduate School. The Dean and the Committee on Graduate Studies of the College of Commerce develop the curricula for the Master of Business Administration and Master of Science in Taxation programs. There is a Director of these programs who acts for the Graduate Dean to appoint supervisory committees, hear petitions, and to recommend candidates for degrees.

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Philip R. Kemp, B.S.C. ................................................................. Administrative Assistant to the Dean


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ERGIN USKUP ....................................................... Lecturer in Management
M.S., North Carolina State University; Ph.D., Illinois Institute of Technology

HARALD C. WADSON ............................................... Professor of Marketing
M.B.A., D.B.A., Indiana University

WILLIAM R. WATERS ............................................... Professor of Economics
Ph.D., Georgetown University

RICHARD WIELEN .................................................. Assistant Professor of Economics
M.A., Western Michigan University
JACK B. WOLLMAN .................................................. Associate Professor of Accountancy
M.S., Ph.D., University of Illinois; CPA (Illinois)

WALTER E. WRIGHT ............................................. Assistant Professor of Business Law
J.D., DePaul University

THOMAS J. WYNN ............................................... Professor of Business Law
J.D., DePaul University

JERROLD R. ZANK ........................................... Associate Professor of Accountancy
M.A., M.B.A., University of Chicago; CPA (Illinois)

PROFESSOR EMERITUS

FREDERICK W. MULLER ........................................ Professor of Finance
M.B.A., Ph.D., Northwestern University; LL.B., Kent College

ERNST H. WANNWURM ......................................... Professor of Accountancy
LL.D., University of Vienna
ADMISSION

DEGREE SEEKING STUDENTS

Applicants must possess a bachelor's degree from an accredited school, and submit scores earned on the Admission Test for Graduate Study in Business (ATGSB). The score will be used to supplement other criteria for determining admission. An individual's score provides one measure of his aptitude for graduate study in business and allows comparison on a single standard of students from different schools and localities with differing opportunities to present other qualifications for admission.

The final decision in all cases rests with the Dean of the Graduate School. Without his approval in writing no applicants is officially admitted to a degree program.

DePaul has a non-discriminatory admissions policy: it makes no distinctions on the basis of race, sex, creed, or color.

Students may enter the graduate programs in any academic quarter including the Summer Session.

Applications for admission may be obtained from the office of the Graduate School of Business, 12th floor, 35 E. Jackson Boulevard, Chicago, Illinois 60604. The application with a $15 application fee, official transcripts of all academic work, and the score earned on the Admission Test for Graduate Study in Business must be submitted early enough to allow adequate time to evaluate the application and render a decision.

Any applicant who has attended an educational institution (primary, intermediate, secondary, college, gymnasium, lyceum, collegio, etc) outside the United States should refer to the International Student section below.

GRADUATING SENIORS

Seniors who are in the last semester or quarter of studies for a bachelor's degree may apply for admission to the Graduate School of Business. These applications will be processed, and, on the basis of the ATGSB score and academic work completed to date, it may be possible to render a decision on admission. However, the student will not be permitted to register for graduate courses until he has completed the work for his bachelor's degree.

Outstanding seniors who are in the last quarter of their work in the undergraduate division of DePaul's College of Commerce, if accepted to one of the graduate programs, may be permitted to register for not more than one graduate course.

STUDENTS-AT-LARGE

A student-at-large is one who is presently working for an advanced degree in the graduate school of another university and is accepted for registration in the Graduate School of Business of DePaul. This category includes those students who already possess a master's degree from an accredited institution and desire to update their knowledge of the modern business environment.

INTERNATIONAL STUDENTS

All foreign students and any student who has been educated outside of the 50 United States should request general admission information and applications from the International Adviser. The application deadlines for students with foreign education are: Autumn Quarter, June 1; Winter Quarter, October 1; Spring Quarter, January 1; Summer Quarter, April 1. To be admitted all students will have to meet the academic requirements and to demonstrate English proficiency. Those who request Student visas will also have to show evidence of adequate financial support as scholarships are not available. A formal letter of admission and/or the form I-20 will be issued only after all admission requirements have been fulfilled.
ACADEMIC REGULATIONS

A grade average of “C” is required for graduation.

In the field of concentration no grade lower than “C” is acceptable for credit.

A student will be placed on Probation as soon as his Graduate G.P.A. falls below 2.0.

In determining this average, all graduate courses, including courses repeated, will be computed. The student remains on Probation until he takes three more courses, after which time another evaluation will be made. If at that time he has failed to raise his G.P.A. to the required level of 2.0, he will be dropped for poor scholarship.

Two grades of “F” will result in automatic dismissal from the program.

If a 300 level undergraduate course is taken for graduate credit, the grade must be “B” or better.

Grades of incomplete (INC) are issued only upon specific request of the student, approval of the instructor and permission by the Director of Graduate Programs. If the required work is not completed within two quarters the INC grade will automatically be changed to an “F.”

RESIDENCE

A minimum of 40 graduate quarter hours, fulfilling requirements for the master’s degree, must be taken in residence at DePaul University. These courses must be completed within six calendar years after the candidate’s first registration as a regular student in the Graduate School of Business of DePaul University.

After a lapse of six years a course is invalidated. To be applied toward the master’s degree an invalidated course taken for graduate credit may be reinstated with the approval of the chairman of the candidate’s department of specialization and the written approval of the Director of the Graduate School of Business.

Students who are out of residence for one academic year, or longer, must apply for re-admission and will be subject to the regulations contained in the bulletin and the degree requirements prevailing at the time of their re-entry into Graduate School.

TRANSFER OF GRADUATE CREDIT

A student entering the program with prior graduate course work in business who wishes to receive transfer credit must submit a written request before the end of his first quarter of study at DePaul. The number of courses actually transferable up to the maximum of three will be determined by the Chairman of the student’s department of concentration and the Chairman of the department offering such courses. A course in which the student obtains a grade of less than “C” is not acceptable for transfer. No more than two courses are acceptable for transfer in any one field. No course can have earned credit toward a prior degree.

GRADUATION

Applications for graduation should be filed in Room 1297 early in the academic term in which the candidate expects to complete all other degree requirements.

Attendance at graduation exercises is required of all students eligible for a degree, unless they are excused by the Director. In seeking permission to graduate in absentia, the student must present valid reasons for his absence in a letter to the Director at least five weeks prior to the convocation. The student who fails to obtain the necessary permission must wait for the next convocation to receive his degree. Those with permission to graduate in absentia should make arrangements for the mailing of their diplomas.

Graduation with distinction is reserved for those students obtaining an overall grade point average of 3.6 or above for course work done in the Graduate School of Business.

CONSULTATION

Students wishing to consult with the Dean, Rev. William T. Cottelayou, C.M., must make an appointment through his secretary. Phone 321-7870. The Dean’s office is Room 920.

Students wishing to consult with the Director of the Graduate School of Business, Mr. Gus L. Economou or the Assistant Director of the Graduate School of Business, Mr. John Eber, must call and arrange an appointment. Phone 321-7810. The Director’s office is Room 1205C. The Assistant Director’s office is Room 1207.
TUITION AND FEES

Graduate Student tuition-per quarter hour:
Courses in the 100-200 series ........................................... $39.00a
Courses in the 300-600 series ........................................... 52.00a
Deferred Payment Fee .................................................... 3.00
Deferred Payment Delinquency Fee .................................. 3.00
Graduate Application Fee (non-refundable) ....................... 15.00
Registration Fee (non-refundable) .................................. 5.00
Late Graduate Registration Fee (non-refundable) ............... 5.00b
Change in Registration made by the Student ...................... 5.00c
Deferred Examination Fee on designated date .................. 10.00
Deferred Examination Fee at time not designated .............. 20.00
Fee for each transcript of credit .................................... 1.00
Graduation Fee (Graduate) ............................................ 50.00

a. Applicable to Graduate Students only.
b. In addition to the regular registration fee.
c. The change of registration fee is charged each time a student adds a class, or drops a class and adds another class.

No transfers of academic credit will be made unless the student's account is paid in full. Registration cannot be accepted from a student with an unpaid balance from a prior term. Registration attempted under these circumstances will be cancelled.

DEFERRED PAYMENT PLAN

Normally, the University expects all tuition and fees to be paid either at registration, or at or before the end of the first week of school.

For students unable to meet this requirement, the University does offer the following plan:
Payment of 1/4 of tuition and fees at or before the end of the first week of school.
Payment of 1/4 of tuition and fees at or before the end of the third week of school.
Payment of the final 1/4 of tuition and fees at or before the end of the sixth week of school.

Students failing to make payments on or before the scheduled dates will be assessed an additional $5.00 for each and every delinquency.

AUDITOR

Students may not change from the status of a credit student to that of an auditor, or vice versa, after the third week of class.

Students may audit a course only with permission of the Dean or advisor. When a student is permitted to audit a course, tuition and fees are charged at the regular scheduled rates and must be paid at time of registration, and are not refundable.

Audit courses receive no credit.

WITHDRAWAL AND REFUNDS

A student wishing to withdraw from a class or classes must report to the academic office and fill out an Enrollment Change Form, stating the reasons which make withdrawal necessary. Please check the calendar in the back of this Bulletin for the last day to withdraw from a course during a given quarter. Failure to notify the academic office (within the current term) of such withdrawal, renders the student ineligible for refund. Simply ceasing to attend classes or notifying the instructor does not constitute an authorized withdrawal. Upon approval of the Enrollment Change Form by the Student Counselor or Dean of the College of Commerce, charges will be adjusted in accordance with the following schedule:

<table>
<thead>
<tr>
<th>Period of Attendance from opening date of each quarter</th>
<th>Percentage of Tuition to be charged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two weeks</td>
<td>25%</td>
</tr>
<tr>
<td>Three weeks</td>
<td>50%</td>
</tr>
<tr>
<td>Four weeks</td>
<td>75%</td>
</tr>
<tr>
<td>Over four weeks</td>
<td>100%</td>
</tr>
</tbody>
</table>
Exception: If a student must withdraw for failure to meet scholastic requirements during a previous term and the academic office has been unable to notify him of his failure prior to the beginning of the current term, no tuition or fees will be charged for this cancelled registration.

All withdrawals will be dated as of the end of the week in which the last class was attended. No tuition charge will be assessed for attendance during the first week of the term, and the period of attendance will be computed as the number of weeks from date of opening class to each term to the termination date shown on the withdrawal slip.

Tuition refunds will be made by the Student Finance Office only upon receipt of an approved Enrollment Change Form and specific request for refund by the student concerned. Refundable credits must be claimed within one calendar year of the beginning of the term in which credit accrued. In no case will tuition be refunded for failure to complete an audited course, and, except for students dropped for poor scholarship, fees other than tuition are not refundable.

FINANCIAL AIDS

There are five financial aid programs available to students of the Graduate School: assistantships and fellowships, Law Enforcement Grants, loans, the Work-Study Program and other part-time employment opportunities. It is the policy of the University to award financial aid without reference to the race, color, creed, age, sex, or national origin of applicants. Information and applications regarding all forms of financial aid except assistantships and fellowships may be obtained in the Office of Financial Aids and Placement in Room 1730 of the Frank J. Lewis Center.

ASSISTANTSHIPS AND FELLOWSHIPS

Assistantships are available in the Graduate School of Business. The Departments of Accountancy, Economics, Finance, Management and Marketing have available each year a number of research assistantships. Assistantship stipends range from $2000-$3000 and include a full tuition grant. Applicants should address their inquiries to the chairman of the appropriate department.

Five tuition and fees scholarships are available for Black Veterans who have been awarded Martin Luther King, Jr. Fellowships. Applicants should address their inquiries to the Director of the Graduate School of Business.

GRANTS

LAW ENFORCEMENT EDUCATIONAL GRANTS. These grants are awarded to full-time officers of local and State law enforcement agencies to encourage them to upgrade their educational levels and to enhance their skills and capabilities for effective law enforcement service. Payments are not to exceed $200 per academic quarter for tuition, books and fees only. No proof of financial need is required. Part-time and full-time students are both eligible.

The grants are not to be repaid unless the recipient fails to abide by an agreement to remain in the service of his employing law enforcement agency for two years after completing any course funded by the program. If the agreement is not fulfilled, any and all grants are automatically converted to a loan repaid at the rate of 7 percent simple interest per annum on the unpaid balance in regular quarterly payments at a minimum of $1500.

If the grant plus any other financial aid received by the student does not pay the full cost of tuition, fees and books, a loan may be awarded under the Law Enforcement Education Program.

LOANS

There are two loan programs available to students:

A. NATIONAL DIRECT STUDENT LOANS

This program is co-sponsored by the Federal Government and DePaul University. A graduate student, either full or part-time may borrow up to a total not exceeding $15,000 for both the undergraduate and graduate years. The exact amount depends upon an
evaluation of financial need and the availability of funds. Half-time students will be limited to amounts necessary to pay for tuition, fees, books, and supplies, plus dinner and commuting costs, or the evaluated need, whichever amount is the lesser.

B. ILLINOIS STATE GUARANTEED LOANS

Full-time students who are legal residents of Illinois may be considered for a loan under this program.

Amounts to be loaned are based upon the financial need of the student after consideration of: (1) the student's educational expenses and (2) all resources available to the student to offset these expenses including other financial aid awards.

Maximum awards possible for Graduate Students are $2500 for each year. The combined maximum for undergraduate and graduate study is $10,000.

FEDERALLY INSURED LOANS. Students who are legal residents of States other than Illinois may borrow under the terms of a federally insured loan program in their own State. Inquiry should be made of their own State government or of their family bank or savings and loan association if the latter participate in the program as lenders.

Provisions and terms are essentially the same as for the Illinois State Guaranteed Loan Program. However, each State has the authority to make some modification. If a student for some reason cannot obtain a loan under any State program, application may be made directly to the federal government in exceptional cases.


PART-TIME EMPLOYMENT

A. Work Study Program -- This is a special program which provides jobs both on and off campus to students who can provide proof of need for such employment in order to continue their education. It is subsidized by the federal government and the University. Several jobs have a direct relationship to the student's major field of academic interest.

B. Other Part-Time Employment -- Other part-time positions, on and off campus, are available through the services of the Office of Financial Aids and Placement. Incoming students are eligible to apply after registering and learning their class schedule. Currently enrolled students are eligible at any time. No proof of need is necessary to qualify for this service.

PLACEMENT SERVICES

Part-time and summer jobs both on and off campus are available for full-time students through the services of the Office of Financial Aids and Placement in Room 1730 of the Lewis Center. Full-time positions are also available for students enrolled in the evening divisions.

The Office also sponsors on-campus interviews for graduate candidates. More than 150 nationally known organizations recruit to fill management training program assignments and various types of career positions. Services of the office are also available at no fee to alumni seeking employment.
REPRESENTATIVE
NEW STUDENT ENROLLMENT
1972-1973

Adrian College
American University
Arizona State University
Babson College
Baldwin-Wallace College
Ball State University
Barat College
Beloit College
Blackburn University
Boston College
Bowling Green State University
Bradley University
Brown University
Carthage College
Case Western University
Central State University
Chicago State University
College of St. Francis
Cornell College
Cornell University
Dartmouth College
DePaul University
DePauw University
Drake University
Drexel University
East Carolina University
Eastern Illinois University
Elmhurst College
Fordham University
Franklin & Marshall College
Howard University
Illinois Benedictine College
Illinois Institute of Technology
Illinois State University
Indiana University
Iona College
Ithaca College
John Hopkins University
Kansas State College
Kansas University
Kenyon College
Knox College
LaSalle College
Lewis University
Loras College
Loyola University
Marquette University
Miami University
Michigan State University
Michigan Tech

Milligan College
Mount Union College
Mundelein College
North Central University
North Park College
Northern Illinois University
Northwest Missouri State College
Northwestern University
Ohio State University
Oklahoma State University
Oregon State
Parsons College
Purdue University
Roosevelt University
Rosary College
St. Ambrose College
St. Joseph's College
St. Louis University
St. Mary's College
St. Mary's Seminary
St. Norbert's College
St. Procopius College
Southern Illinois University
Temple University
Texas Tech University
U. S. Military Academy
University of Arizona
University of California at Los Angeles
University of Cincinnati
University of Dayton
University of Detroit
University of Illinois
University of Illinois at Chicago Circle
University of Iowa
University of Maryland
University of Miami
University of Michigan
University of Minnesota
University of Missouri
University of Montana
University of Northern Iowa
University of Notre Dame
University of Oklahoma
University of Texas
University of Wisconsin
Valdosta State College
Valparaiso University
Wartburg College
Wayne State University
Western Illinois University
Western New England College
Winona State College

Wisconsin State University
Xavier University

FOREIGN UNIVERSITIES

Ain Shams University
Maharaja Sayajirao University
University of the Philippines

Cairo, Egypt
Baroda, India
Quezon City, Philippines
CALENDAR
1974-75

AUTUMN QUARTER

August 5-23  Monday-Saturday. Mail registration. Consult schedules for detailed instructions.
September 5-6  Thursday-Friday. In-person registration for the Autumn Quarter.
   (5:30-7:00 p.m.)
September 16  Monday. Autumn Quarter begins. Late registration and program changes.
September 27  Friday. Feast of St. Vincent DePaul. Special liturgical services on both campuses. Holiday celebration, October 7.
October 1  Tuesday. Final date for filing for February Convocation.
October 7  Monday. St. Vincent Day celebration—no classes.
October 16-22  Wednesday-Tuesday. Mid-term examinations.
November 1  Friday. Feast of All Saints, Holy Day. Special liturgical services on both campuses.
November 2  Saturday. Last day to withdraw from class.
November 11-23  Monday-Saturday. Mail registration for the Winter Quarter.
November 21-27  Thursday-Wednesday. Final examinations for the Autumn Quarter.
November 27  Wednesday. Autumn Quarter ends.

WINTER QUARTER

December 9-10  Monday-Tuesday. In-person registration for the Winter Quarter.
                (5:30-7:00 p.m.)
January 6  Monday. Winter Quarter begins. Late registration and program changes.
February 2  Sunday. Mid-year Convocation.
February 3-8  Monday-Saturday. Mid-term examinations.
February 10-22  Monday-Saturday. Mail registration for the Spring Quarter.
February 15  Saturday. Last day to withdraw from class.
February 22  Saturday. Final date for filing for June Convocation.
March 10-15  Monday-Saturday. Final examinations for the Winter Quarter.
March 15  Saturday. Winter Quarter ends.

SPRING QUARTER

March 17-18  Monday-Tuesday. In-person registration for the Spring Quarter.
               (5:30-7:00 p.m.)
March 2  Saturday. Spring Quarter begins. Late registration and program changes.
March 27  Thursday. Easter Holidays begin after last class. Classes resume March 31.
April 21-26  Monday-Saturday. Mid-term examinations.
May 1-23  Monday-Friday. Mail registration for 1st/2nd Summer Sessions.
May 8  Thursday. Feast of the Ascension, Holy Day. Special liturgical services on both campuses.
May 10  Saturday. Last date to withdraw from class.
May 26  Monday. Memorial Day—No classes.
May 27-June 2  Tuesday-Monday. Final examinations for the Spring Quarter.
June 2  Monday. Spring Quarter ends.
June 8  Sunday. Convocation.

SUMMER SESSION 1975
Dates to be announced