De Paul University
Bulletin 1975-76
Graduate School of Business

Master of Business Administration
Master of Science in Accountancy
Master of Science in Taxation
Downtown Center

The Downtown Center houses classrooms and administrative and faculty offices for the College of Commerce, College of Law, DePaul College, the Graduate School, the College of Liberal Arts and Sciences, the School of Music, and the School for New Learning.

Executive offices: President, Vice President, Chancellor, Development, Public Relations, Admissions, Registrar, Financial Aids and Placement, Data Processing Center.

General and law libraries, chapel, bookstore, lounges and cafeteria.
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Master of Business Administration
Master of Science in Accountancy
Master of Science in Taxation

The Frank J. Lewis Center
25 East Jackson Boulevard
Room 1207
Chicago, Illinois 60604
321-7810
ACCREDITATION

*DePaul University is accredited by:*

The North Central Association of Colleges and Secondary Schools
The American Assembly of Collegiate Schools of Business
The National Council for Accreditation of Teacher Education
The National Association of Schools of Music
The National League for Nursing
The American Chemical Society
The Association of American Law Schools

*DePaul University is on the approved list of:*

The American Bar Association
The State Approval Agency for Veterans Training
The Illinois State Department of Education
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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.


Director,
Graduate School of Business
The Graduate School of Business offers Saturday, late afternoon and evening classes for both part-time and full-time students leading to the Master of Business Administration (M.B.A.), Master of Science in Accountancy (M.S.A.) and Master of Science in Taxation (M.S.T.) Degrees. These programs are designed for both the non-business or business undergraduate.

A student who does not have undergraduate course work in business begins his course of study in Phase I and then continues on into Phase II.

A student who has the equivalent of Phase I begins his course of study in Phase II.

PHASE I—Common Body of Knowledge

A candidate for any degree must satisfy the Common Body of Knowledge requirements. This background is essential preparation for advanced study in business. All or part of this curriculum may be waived based on an evaluation of the candidate's previous academic course work.

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<td>GSB 510</td>
<td>Organizations and Policy Formulation¹⁰</td>
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¹GSB 501 may be waived if a student has had at least one course in Differential Calculus.
²GSB 502 may be waived if a student has had at least one course in Statistics.
³GSB 503 may be waived if a student has had an adequate background in Behavioral Social Sciences.
⁴GSB 504 may be waived if a student has had at least two courses in the Principles of Accountancy.
⁵GSB 505 may be waived if a student has had at least two courses in the Principles of Economics.
⁶GSB 506 may be waived if a student has had at least one course in Corporate Finance.
⁷GSB 507 may be waived if a student has had at least one course in Principles of Management.
⁸GSB 508 may be waived if a student has had at least one course in the Principles of Marketing.
⁹GSB 509 may be waived if a student has had at least one course in Business Law.
¹⁰GSB 510 may be waived if a student has had at least one course in Business Policy Formulation.

(*) indicates former number.
MASTER OF BUSINESS ADMINISTRATION

The emphasis of the M.B.A. Program is on decision making as the characteristic function of business administration. It is the purpose of the program to integrate the several functional areas of business and the contributions they make to the development of administrative competence. Areas of specialization within this program are: Accountancy, Business Economics, Finance, Industrial Management, International Business, Marketing, Personnel Administration and Systems.

Required:  
1. The minimum number of courses to be taken for the M.B.A. Degree is thirteen. The maximum number of courses including those in Phase I is twenty.
2. Completion of the Common Body of Knowledge. This may be accomplished either through course work in the Graduate School of Business or previous academic course work (see page 6).
3. Completion of Phase II requirements as shown below.

PHASE II

DECISION AREA

Students usually take four of the five courses, as directed by the Graduate School of Business. The courses to be taken from this group are determined through an evaluation of the candidate's undergraduate course work and the field of concentration selected.

GSB 511 Accounting Analysis for Decision Making
GSB 512 Economics for Decision Making
GSB 513 (403)* Macro Policy and Financial Management
GSB 514 Problems in Management and Organizations
GSB 515 Problems in Marketing Management

MAJOR FIELD

Four courses to be selected with the approval of the Department Chairman. Major fields include: Accountancy, Business Economics, Finance, Industrial Management, International Business, Marketing, Personnel Administration and Systems.

ELECTIVES

Two courses to be taken outside of the major field.

Up to three additional electives to meet the thirteen course minimum requirement. (Required of students who take less than three courses in the Common Body of Knowledge.)

( )* Indicates former number.
The objective of the M.S.A. Degree is to provide a formal integrated sequence of courses at the graduate level which emphasize intensive study of topics relevant to the work of a professional accountant, as well as, allow the student ample opportunity to explore advanced topics of interest. It is expected that after completing the program the student would be well prepared to sit for the C.P.A. exam. The program is intended to serve the needs of holders of undergraduate degrees in liberal arts and science or business with non-accounting backgrounds.

Required: 1. The minimum number of courses to be taken for the M.S.A. Degree is thirteen. The maximum number of courses including those in Phase I is twenty.
   2. Completion of the Common Body of Knowledge. This may be accomplished either through course work in the Graduate School of Business or previous academic course work (see page 6).
   3. Completion of Phase II requirements as shown below.

**PHASE II**

**ACCOUNTANCY COURSES**
- Acct. 541 Financial Accounting Theory and Practice I
- Acct. 542 Cost Accounting, Decision Making, and Control
- Acct. 543 Financial Accounting Theory and Practice II
- Acct. 544 Advanced Models and Problems in Decision Making and Control
- Acct. 547 Audit and Regulation of Corporate Financial Reporting
- Acct. 548 Personal and Business Taxation
- Acct. 549 Communication in Accounting Practice

**ELECTIVES**
- Three courses to be selected with the approval of the Department Chairman.

Up to three additional electives to meet the thirteen course minimum requirement. (Required of students who take less than three courses in the Common Body of Knowledge.)
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 M.S.T. 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.

Required: 1. The minimum number of courses to be taken for the M.S.T. Degree is twelve.
2. Completion of the Common Body of Knowledge. This may be accomplished either through course work in the Graduate School of Business or through previous academic course work.
3. Completion of Phase II requirements as shown below.

PHASE II
DECESSION AREA—Two of the following courses.
GSB 512 Economics for Decision Making
GSB 513 Macro Policy and Financial Management or any Finance elective
GSB 514 Problems in Management and Organization or any Management elective
GSB 515 Decision in Marketing Management

TAX COURSES
Acct. 584 Taxes III*
Acct. 558 Tax Research† (2 Quarter Hours)
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.
Up to two additional electives as needed to reach the twelve course minimum requirement.

*Required only of students lacking undergraduate background in Taxation.
†This course cannot be counted towards fulfilling the minimum twelve course requirement but may be waived based on experience or course work in tax research.
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.

PHASE I

These courses are designed to provide the student with: 1) the quantitative tools necessary to analyze business problems, 2) an understanding of the behavioral considerations and ramifications of business decisions and 3) a knowledge of the general theory and methods of analysis in the major functional areas of business.

Courses in Phase I may be waived based on equivalent academic course work. Upon admission to the Graduate School of Business a review is made of the transcripts submitted by the candidate to determine course waivers. The results of this review are indicated on the candidate's evaluation sheet which lists the requirements for completion of the degree. If a course is waived the student is responsible for the material normally taught in the course. Candidates should review their evaluations and should request any revisions considered necessary prior to or during the first quarter of attendance.

PHASE II

The GSB 511-515 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.

Candidates for the M.B.A. Degree usually take four of the five courses in this series. The courses to be taken will be indicated on the student's evaluation sheet and will be determined based on previous course work as well as the student's academic major in the M.B.A. program.

Candidates for the M.S. in Taxation Degree usually select two courses from GSB 512-515. Courses that each individual candidate may select will be indicated on the evaluation sheet.

GSB 520 (Analytical Methods) is a course offered for elective credit. This course may be required for certain majors or listed as a prerequisite for various courses.

With the exception of GSB 520, GSB courses not indicated on the candidate's evaluation sheet may not be taken for credit without specific approval from the Director or Assistant Director of the Graduate School of Business.
GSB 501—MATHEMATICAL ANALYSIS FOR DECISION MAKING. The objective of this course is to introduce the student to mathematical concepts necessary for the analysis of business problems. Topics covered are: a brief review of college algebra, differential calculus and linear algebra.
Prerequisite: Graduate Standing. 4 hours.

GSB 502—STATISTICAL ANALYSIS FOR DECISION MAKING. The objective of this course is to introduce the student to statistical concepts necessary for the analysis of business problems. Topics covered are: descriptive and inferential statistics, hypothesis testing, and an introduction to regression.
Prerequisite: GSB 501 or equiv. 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: Graduate Standing. 4 hours.

GSB 504—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: GSB 501, 502, 503 or equiv. 4 hours.

GSB 505—CONTEMPORARY ECONOMIC ANALYSIS. The fundamental concepts, models, and analytic tools of micro- and macro-economics, as well as, elements of antitrust law, required for competent observation, evaluation, and explanation of economic activity inside and outside the business firm.
Prerequisite: GSB 501, 502, 503 or equiv. 4 hours.

GSB 506—CORPORATE FINANCE. A study of the major decision areas faced by the corporate financial manager and their relationship to the goals of the owners of the firm. Specific topics covered include: capital budgeting; capital structure and the cost of capital; dividend policy; and current asset management.
Prerequisite: GSB 501, 502, 503, 504, 505 or equiv. 4 hours.

GSB 507—CONTEMPORARY MANAGEMENT. Establishes and acquaints the student with the concepts of management process. Considerable emphasis is placed on the review of current literature.
Prerequisite: GSB 501, 502, 503 or equiv. 4 hours.

GSB 508—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: GSB 501, 502, 503 or equiv. 4 hours.

GSB 509—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: GSB 501, 502, 503 or equiv. 4 hours.

GSB 510—ORGANIZATIONS AND POLICY FORMULATION. The objective of this course is to develop the ability to identify significant internal and external variables in the decision process with emphasis on the formulation and implementation of organizational strategy.
Prerequisite: GSB 501, 502, 503, 507 or equiv. 4 hours.
GBS 511—ACCOUNTING ANALYSIS FOR DECISION MAKING. The student is acquainted with the sources and types of accounting data of a business enterprise and its uses 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 501, 502, 503, 504 or equiv. 4 hours.

GBS 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 501, 502, 503, 505 or equiv. 4 hours.

GBS 513—MACRO POLICY AND FINANCIAL MANAGEMENT. A student of the complex relationship between fiscal and monetary policies and the business environment within which the financial decision-maker operates. Specific topics covered include: financial intermediaries, with emphasis on banks, inflation, interest rates and the firm's cost of capital; and business investment opportunities.

Prerequisite: GSB 501, 502, 503, 506 or equiv. 4 hours.

GBS 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 501, 502, 503, 507 or equiv. 4 hours.

GBS 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 consumers, by government, and by competition. Tools available to marketing managers to facilitate decision making are emphasized.

Prerequisite: GSB 501, 502, 503, 508 or equiv. 4 hours.

GBS 520—ANALYTICAL METHODS. This course is designed to provide the student with more advanced methods in quantitative analysis. Topics covered include: hypothesis testing, probability, correlation analysis, and multiple regression.

Prerequisite: GSB 501, 502 or equiv. 4 hours.
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.

Major area requirements for Accountancy are: Completion of Accountancy 509, 599 and two 500 Accountancy courses approved by the Chairman of the Department.

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: Completion of Phase I or equiv. 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 portrayed. 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: Completion of Phase I or equiv. 4 hours.

509—ACCOUNTING THEORY. Required of M.B.A. Accountancy majors, the student is assisted in the development of a comprehensive philosophy of accountancy. 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: Completion of Phase I 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 prin-
ciples using actual financial statements being issued currently, as well as appli-
cable pronouncements of the Financial Accounting Standards Board (and its pre-
decessor organizations).

Prerequisite: Completion of Phase I or equiv. 4 hours.

526—APPLICATIONS OF QUANTITATIVE TECHNIQUES FOR MANAGEMENT USES.
This course familiarizes the students 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 sensi-
tivity 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: Completion of Phase I or equiv. 4 hours.

528—BEHAVIORAL ACCOUNTING. The course investigates the effects 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 attain the 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: Completion of Phase I or equiv. 4 hours.

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

Prerequisite: Completion of Phase I or equiv. 4 hours.

541—FINANCIAL ACCOUNTING THEORY AND PRACTICE I. The theory of financial
statements, their preparation and use; methods and problems in the valuation of
assets and liabilities of the firm and the reporting of owners' equity.

Prerequisite: Completion of Phase I or equiv. 4 hours.

542—INTRODUCTION TO COST ACCOUNTING, DECISION MAKING AND CONTROL.
The principles and methods of product cost accumulation and uses of the result-
ing full cost information; the fundamentals of marginal analysis for decision
making and control including statistical methods for developing marginal cost-
benefit information.

Prerequisite: Completion of Phase I or equiv. 4 hours.

543—FINANCIAL ACCOUNTING THEORY AND PRACTICE II. An extensive review of
the authoritative literature of financial accounting (i.e., pronouncements of rule-
making bodies and supporting research) as it applies to current problems in the
field; special problems of reporting for multiple corporations and not-for-profit
organizations; assessment of the evolution of contemporary thought.

Prerequisite: Completion of Phase I or equiv. 4 hours.

544—ADVANCED MODELS AND PROBLEMS IN DECISION MAKING AND CONTROL.
Formal quantitative decision models and their data requirements, including ex-
tensive post-optimality analysis of model solutions; special topics in the control
of firm operations and decision implementation.

Prerequisite: Completion of Phase I or equiv. 4 hours.
547—AUDIT AND REGULATION OF CORPORATE FINANCIAL REPORTING. The theory of the auditing function, including the definition of standards and legal and ethical dimensions; problems of audit reporting, systems review, sampling and audit evidence, and electronic data processing. The role of governmental regulation of financial reporting, especially the impact of securities legislation and the Securities and Exchange Commission.

Prerequisite: Completion of Phase I or equiv. 4 hours.

548—FUNDAMENTALS OF PERSONAL AND BUSINESS TAXATION. The basic provisions of Federal Income Tax Legislation; concepts of income and deductions for individuals, corporations, partnerships, estates and trusts.

Prerequisite: Completion of Phase I or equiv. 4 hours.

549—ORAL AND WRITTEN COMMUNICATION IN CORPORATE AND PUBLIC ACCOUNTING PRACTICE. A seminar in communication emphasizing expository writing and public speaking; the course will stress the practical aspects of effective communication—organization of material, clarity of presentation, directness and conciseness. Internal and external methods of business communication will be examined and evaluated.

Prerequisite: Completion of Phase I or equiv. 4 hours.

557—INTERNATIONAL ACCOUNTING METHODS. Intends 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: Completion of Phase I or equiv. 4 hours.

558—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 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: Completion of Phase I or equiv. 2 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: Completion of Phase I or equiv. 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 asserting the availability of tax attributes to successors in interest.

Prerequisite: Completion of Phase I or equiv. and Acct. 560T, 4 hours.

562T—ADVANCED CORPORATE PROBLEMS. This course deals with federal income tax planning in connection with collapsible corporations, accumulated earnings tax, personal holding companies, small business corporations (Subchapter S), consolidated tax returns, and multiple corporations.

Prerequisite: Completion of Phase I or equiv. and Acct. 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 interests, transactions concerning unrealized receivables, and substantially appreciated inventory items and special basis adjustments.

Prerequisite: Completion of Phase I or equiv. 4 hours.

NOTE: The letter “T” denotes taxation courses.
564T—TRANSACTIONS IN PROPERTY. This course is concerned mainly with the federal 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: Completion of Phase I or equiv. 4 hours.

565T—TAX ACCOUNTING, PERIODS, AND METHODS. This course deals with federal income tax planning as to determination of the proper periods for reporting income and deductions, overall methods of tax accounting, and special elections available to taxpayers.

Prerequisite: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 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 personal holding companies.

Prerequisite: Completion of Phase I or equiv. 4 hours.

569T—CONCEPTS OF DEFERRED COMPENSATION. The nature, purpose and operation 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: Completion of Phase I or equiv. 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, franchise 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: Completion of Phase I or equiv. 4 hours.

571T—ESTATE AND GIFT TAXATION. This course consists of a detailed review of the federal estate and gift tax laws. In the area of estate taxation, the various types of assets owned by a decedent and the estate tax law applicable to those assets are considered, as well as the Illinois inheritance tax law.

Prerequisite: Completion of Phase I or equiv. 4 hours.

572—ADVANCED DATA PROCESSING TOPICS. See Management 572.

573T—INCOME TAXATION OF ESTATES, TRUSTS AND DECEDENTS. This course deals with Federal income taxation of estates, trusts and decedents with special emphasis on such concepts as income in respect of a decedent and estate and trust distributions. Also included are such topics as the income and deductions included in the decedent’s final return, death of a partnership member, the income and deductions of estates and trusts, the throwback rule, grantor trusts, and the tax ramifications of the use of other special trusts.

Prerequisite: Completion of Phase I or equiv. 4 hours.

574T—ESTATE PLANNING. This course will deal primarily with how to avoid and minimize federal estate taxes. Illinois inheritance taxes and estate administration expenses upon the subsequent demise of the client. Therefore, the student must have taken the estate and gift taxation course prior to taking this course. The use of outright gifts and trusts will be considered. Skip-a-generation transfers and charitable gifts will also be considered.

Prerequisite: Completion of Phase I or equiv. and Acct. 573. 4 hours.

NOTE: The letter "T" denotes taxation courses.
575—ADVANCED SYSTEMS TECHNIQUES. See Management 575.

576T—VALUATION CONCEPTS. This course examines concept of value, fair value and fair market in Federal income, estate, and gift taxes and the application of the concepts to closely held corporate stock, real estate, personal property, interests in partnerships and sole proprietorship. In addition, other valuation areas such as blockage, discounts, sales, rating, letter stock and various methods of valuation are considered.

Prerequisite: Completion of Phase I or equiv. 4 hours.

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; protests; personal holding companies; improper accumulation 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: Completion of Phase I or equiv. 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 current pronouncements relating to accounting principles, financial disclosures, and involvements of the independent auditor. 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: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 4 hours.

598T—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: Completion of Phase I or equiv. and Acct. 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 33,000 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, 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 recommend 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 in-
dustrial, 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.

Major area requirements for Economics 511, 514, or 505, 506; and two 500 level Economics courses to be approved by the Chairman of the Department. GSB 520 is a required elective.

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 modern contributions which have made economic theory more realistic and applicable to the world of business.

Prerequisite: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 4 hours.

530—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: Completion of Phase I or equiv. 4 hours.
539—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.

Prerequisite: Completion of Phase 1 or equiv. 4 hours.

550—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.

Prerequisite: Completion of Phase 1 or equiv. 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.

Prerequisite: Completion of Phase 1 or equiv. 4 hours.

566—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.

Prerequisite: Completion of Phase 1 or equiv. 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.

Prerequisite: Econ 305 and 306, and elementary knowledge of (1) Differential Calculus, (2) Matrix Algebra, and (3) Statistics. 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 interrelation, and the testing are emphasized. Students are expected to read, analyze, and discuss articles and books throughout the course.

Prerequisite: Completion of Phase 1 or equiv. 4 hours.
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 wide-spread 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.

Major area requirements for Finance are: Completion of Finance 599 and three 500 level Finance courses.

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.

Major area requirements for International Business are: Completion of Finance 598 and three of the following: Accounting 557, Economics 557, Finance 557, Marketing 557 or 560.

505—FINANCE AND PUBLIC POLICY. Contemporary issues in the areas 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: Completion of Phase I or equiv. 4 hours.
507—GOVERNMENT FINANCE: ISSUES AND PROBLEMS. An examination is made of
the revenues and expenditures of states, municipalities and other political sub-
divisions. 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: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 4 hours.

520—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: Completion of Phase I or equiv. and GSB 512. 4 hours.

530—REAL ESTATE INVESTMENT. Analysis of property evaluation techniques, pat-
terns of financing real property, and real estate investment strategies. Case analy-
sis is an integral part of the course technique.

Prerequisite: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 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 litera-
ture is pursued involving group discussion and individual research.

Prerequisite: Completion of Phase I or equiv. 4 hours.

590—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 original in-
vestigation on some aspect of international business approved by the seminar
professor.

Prerequisite: Completion of Phase I or equiv. 4 hours.

599—GRADUATE SEMINAR IN FINANCE. The seminar is required of all students
majoring in Finance. The conduct of each seminar is partly determined by the
number and the particular interests of the participants. Recent seminars have
conducted both individual and group research projects and have participated in
a comprehensive financial management decision game.

Prerequisite: Completion of Phase I or equiv. 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.

Major area requirements for Industrial Management are: Completion of Management 553, 510, 599 and one 500 level Management course, approved by the Chairman of the Department.

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.

Major area requirements for Personnel Administration are: Completion of Management 520, 553, 599 and one 500 level Management course, approved by the Chairman of the Department.

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.

Major area requirements for Systems are: Completion of Management 531, Management/Accountancy 572, 575 and 579.

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: Completion of Phase I or equiv. 4 hours.

519—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: Completion of Phase I or equiv. 4 hours.

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

Prerequisite: Completion of Phase I or equiv. 4 hours.

517—ADMINISTRATIVE PROCESSES AND ORGANIZATIONAL STRUCTURE OF HEALTH CARE ORGANIZATIONS. The primary objective of this course is to enable the student to apply the concepts of management and organization theory and practice to the administration of health care organizations. This course will aid the student in understanding the interaction of technology, structure, and goals of the health care organization. Attention will be given to the formulation of policy and the control and distribution of resources.

Prerequisite: Completion of Phase I or equiv. 4 hours.

520—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: Completion of Phase I and 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: Completion of Phase I or equiv., GSB 514 and permission. 4 hours.
527—PERSONNEL ADMINISTRATION IN HEALTH CARE ORGANIZATIONS. This course is a continuation of Administrative Processes and Organizational Structure of Health Care Organizations. An analysis is made of the human resources component of health care organizations, including the professional and non-professional elements. Emphasis is placed on the development of policies for selection, training, compensation and career planning of health care personnel. Labor relations in health care organizations are also examined.

Prerequisite: Completion of Phase I or equiv. 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: Completion of Phase I and GSB 514 or equiv. 4 hours.

537—HEALTH CARE DELIVERY SYSTEMS. This course examines the various types of delivery services, by practitioners and agencies—public and private—which provide health services. Origins and evolution of health care systems and the social and political aspects of contemporary health care delivery systems will be included. Alternative approaches to the delivery of health care services will be reviewed. Emphasis will be given to the utilization of the latest managerial concepts in the delivery of these different forms of health care services.

Prerequisite: Completion of Phase I 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: Completion of Phase I and GSB 514 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: Completion of Phase I or equiv. 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. Cases 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: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 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.

Prerequisite: Completion of Phase I 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: Completion of Phase I or equiv. 4 hours.

582—APPLICATION OF QUANTITATIVE METHODS IN DECISION MAKING. The study and application of various quantitative models employed by 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.

Prerequisite: Completion of Phase I or equiv. 4 hours.

587—OPERATIONS RESEARCH FOR HEALTH CARE FACILITIES. An exploration of certain mathematical and statistical models relating to health facilities and services, which pertain to the solution of health problems in human populations. Standard topics represented are: allocation models, queuing theory, dynamic programming, forecasting, simulation, PERT, and inventory models.

Prerequisite: Completion of Phase I or equiv. 4 hours.

598—PROBLEMS IN MANAGEMENT OF ORGANIZATIONS. An examination 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.
Ultimately the success or failure of any organization—consumer or industrial, not-for-profit, or service oriented—depends upon how well it understands its market. The successful marketers in these organizations know the dimensions of their market and adapt the character of their product, even their company, to the needs of the marketplace.

The ability to recognize and understand the varied characteristics of a market and anticipate its dynamics places heavy demands on the responsible marketing executive. In response to these challenges and responsibilities, the marketing department offers a wide variety of courses. This variety permits the student to tailor a program to his/her specific needs.

Major area requirements for Marketing are: Completion of Marketing 525 and three 500 level Marketing courses, approved by the Chairman of the Marketing Department.

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: Completion of Phase I or equiv. 4 hours.

530—LOGISTICS AND TRANSPORTATION. One of the critical areas of marketing management is the design of physical distribution systems. This course will focus on the marketing aspects of the analysis and design of efficient physical distribution systems.

Prerequisite: Completion of Phase I or equiv. 4 hours.

535—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: Completion of Phase I or equiv. 4 hours.

540—MARKETING 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. Special emphasis will be placed on pricing objectives, policies, strategies, and tactics that will lead to the achievement of corporate goals.

Prerequisite: Completion of Phase I or equiv. 4 hours.

1Offered every year.
545—CONSUMER ANALYSIS. The course will consist of an examination of challenges in attempting to predict and respond to the changing demands of the consumer and the consumer movement as well as an analysis of cases where firms have succeeded and failed in responding to the demands of the consumer. Also included is a review of the various theories and techniques that attempt to explain consumer behavior.

Prerequisite: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 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: Completion of Phase I or equiv. 4 hours.

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

Prerequisite: Mkt. 557 4 hours.

565—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 in selling to a mass market.

Prerequisite: Completion of Phase I or equiv. 4 hours.

570—MARKETING MODELS. A review of the existing behavioral and quantitative marketing models. The study of the specific marketing problems that lend themselves to analysis by a modeling approach. A strategy for handling such problems when they do occur and deciding what action to take.

Prerequisite: Completion of Phase I, Acct. 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: Completion of Phase I or equiv. 4 hours.

580—MARKET INFORMATION SYSTEMS. An organization which wishes to operate successfully in a competitive environment must have a functioning information system. This course investigates the analysis and design of fully functioning marketing information systems.

Prerequisite: Permission. 4 hours.

595—MARKET DEVELOPMENT. The course objective is to examine the marketing strategy entailed in product planning, development, and market introduction of new products.

Prerequisite: Completion of Phase I or equiv. 4 hours.

†Offered every year.
590—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: Completion of Phase I or equiv. 4 hours.

593—MARKETING FOR NON-PROFIT ORGANIZATIONS. An increasing number of not-for-profit organizations have begun to realize they have a marketing responsibility. This course explores the resources and constraints of these types of organizations and formulates the marketing strategy peculiarly useful to them.

Prerequisite: Completion of Phase I or equiv. 4 hours.

595—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: Completion of Phase I or equiv. 4 hours.

599—SPECIAL TOPICS IN MARKETING.† This course has a flexible format. Course content is at the discretion of the Professor. However, advance notice (usually fifth week of the preceding Quarter) will be given to all marketing majors.

Prerequisite: Completion of Phase I or equiv. 4 hours

†Offered every year.
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 those of the members of partnerships are reviewed thoroughly in the light of recent legal developments.

Prerequisite: Completion of Phase I 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 applications of the law to business practices are provided.

Prerequisite: Completion of Phase I 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: Completion of Phase I or equiv. 4 hours.
ADMINISTRATION

Study in the Graduate School of Business 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, Master of Science in Accountancy 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.

GENERAL ADMINISTRATION OF DePaul UNIVERSITY
VERY REV. JOHN R. CORTELYOU, C.M. .................................................. President
VERY REV. COMERFORD J. O’MALLEY, C.M. ............................................ Chancellor
REV. JOHN T. RICHARDSON, C.M. ......................................................... Executive Vice-President and Dean of Faculties
VERY REV. EDWARD RILEY, C.M. ............................................................. Vice-President for Student Affairs
ARTHUR J. SCHEFFER ................................................................. Vice-President for Development and Public Affairs
JACK KOMPARE ............................................................... Vice-President for Business Affairs
REV. ALBERT DUNDAS, C.M. ................................................................. Treasurer

GRADUATE SCHOOL OF BUSINESS: ADMINISTRATION
REV. WILLIAM T. CORTELYOU, C.M., S.T.D. ............................................ Dean, Graduate School
JAMES J. DIAMOND, B.S.C., M.B.A., M.A., Ph.D. ..................................... Dean, College of Commerce
CLARKE C. JOHNSON, B.S.E.E., M.S.I.M., Ph.D. ....................................... Associate Dean, College of Commerce
GUS L. ECONOMOS, M.B.A. ................................................................. Director, Graduate School of Business
JOHN E. EBER, B.S.C., M.B.A. ................................................................. Assistant Director
PHILLIP R. KEMP, B.S.C., M.B.A. ............................................................. Administrative Assistant to the Dean


DEPARTMENT CHAIRMEN
ELDRIC D. STROBEL .......................................................... Department of Accountancy
ROBERT W. FAULHABER .......................................................... Department of Economics
THOMAS J. KEWLEY .............................................................. Department of Finance
DOMINIC G. PARISI .............................................................. Department of Management
JAMES M. COMER .............................................................. Department of Marketing

FACULTY
JOHN T. AHERN .......................................................... Assistant Professor of Accountancy
M.B.A., DePaul University; CPA (Illinois)
ADNAN J. ALMANEY .......................................................... Professor of Management
M.S., M.A., Ph.D., Indiana University
ABDUL J. ALWAN .......................................................... Professor of Management
M.B.A., University of California at Los Angeles; Ph.D., University of Chicago
ROLF K. AUSTER .......................................................... Assistant Professor of Accountancy
M.B.A., University of Toledo; Ph.D., Northwestern University; CPA (Illinois); CMA
BENJAMIN BACHRACH .......................................................... Assistant Professor of Finance
Ph.D. candidate, University of Chicago
RICHARD J. BALL .......................................................... Assistant Professor of Management
M.B.A., DePaul University
RICHARD J. BANNON .......................................................... Adjunct Professor of Accountancy
M.A., Ph.D., Catholic University of America; CPA (Illinois and Maryland)
RICHARD L. BOGGS .......................................................... Assistant Professor of Finance
M.S., Purdue University; Ph.D. candidate, University of Chicago
BENEDICT BOMBERA .......................... Assistant Professor of Accountancy
M.B.A., DePaul University
FRANCIS J. BROWN ............................ Professor of Economics
M.A., DePaul University; Ph.D., Catholic University of America
CAMERON CARLEY ............................. Assistant Professor of Management
M.B.A., Northwestern University; Ph.D., University of Illinois
ALOK K. CHAKRABARTI ......................... Assistant Professor of Marketing
M.B.A., Indian Institute of Management; Ph.D., Northwestern University
RICHARD CHAMBERLIN ......................... Lecturer in Finance
M.B.A., Ph.D., University of Wisconsin
JAMES E. CIECKA .................. Associate Professor of Economics
M.S., Ph.D., Purdue University
JAMES F. COMER .............................. Associate Professor of Marketing
M.B.A., University of Cincinnati; Ph.D., Northwestern University
HARVEY L. COUSTAN ........................... Lecturer in Accountancy
B.S.C., DePaul University; CPA (Illinois)
CLOVIS N. DA SILVA .......................... Associate Professor of Accountancy
M.B.A., Ph.D., Georgia State University
DEAN C. DAUW ............................... Associate Professor of Management
M.A., St. Thomas College; Ph.D., University of Minnesota
JAMES J. DIAMOND .................. Professor of Economics
M.B.A., DePaul University; M.A., Ph.D., Northwestern University
FLOYD R. DILL ............................... Assistant Professor of Economics
Ph.D., Cornell University
CHARLES F. DOUDS .................. Associate Professor of Management
M.S., Pennsylvania State University; Ph.D., Northwestern University
JOHN A. DUNCAN .................. Lecturer in Accountancy
M.B.A., DePaul University; C.P.A.
GUS L. ECONOMAS ................ Associate Professor of Marketing
M.B.A., DePaul University
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ROBERT W. FAULHABER ........ Professor of Economics
M.A., University of Chicago; Ph.D., University of Paris
RONALD FLEISHER .................. Lecturer in Accountancy
J.D., DePaul University; CPA (Illinois)
HAROLD W. FOX .................. Professor of Marketing
M.B.A., Xavier University; Ph.D., Rutgers University
ERROL G. GOLUB .................. Lecturer in Accountancy
LL.M., New York University; J.D., DePaul University; CPA (Illinois)
HENRY M. GRANNAN .................. Lecturer in Accountancy
J.D., DePaul University; CPA (Illinois)
JACK M. GREENBERG .................. Lecturer in Accountancy
J.D., DePaul University; CPA (Illinois)
GAYLON E. GREER .................. Associate Professor of Finance
M.A., University of Missouri; Ph.D., University of Colorado
JACK H. GROSSMAN .................. Associate Professor of Management
M.A., Ph.D., Loyola University
JAMES A. HART .................. Professor of Finance
M.A., Ph.D., Fordham University; J.D., Georgetown University
DONALD I. HAUSMAN .................. Lecturer in Accountancy
J.D., DePaul University; CPA (Illinois)
WILLIAM A. HAYES .................. Professor of Economics
M.A., Ph.D., Catholic University of America
ROY E. HORTON ................ Associate Professor of Management
M.S., Ph.D., Purdue University
DONALD F. ISTVAN ............................... Professor of Accountancy
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GEORGE M. IWANAKA .......................... Associate Professor of Finance
M.A., Ohio State University; Ph.D., University of Wisconsin

CLARKE C. JOHNSON ........................... Associate Professor of Finance
M.S.I.M., Ph.D., Purdue University

J. STEVEN KELLY .............................. Associate Professor of Marketing
M.B.A., Ohio University; D.B.A., Kent State

THOMAS J. KEWLEY ............................. Professor of Finance
M.B.A., DePaul University; Ph.D., Michigan State University; CFA

JOSEPH G. KVASHNICKA ....................... Lecturer in Finance
M.A., Ph.D., Wayne State University

FRED F. LANG ................................. Associate Professor of Accountancy
M.B.A., University of Chicago; CPA (Illinois)

NICHOLAS LASH ............................... Assistant Professor of Finance
M.A., Ph.D., Wayne State University

HELEN N. MAVAN ................................ Assistant Professor of Management
M.B.A., DePaul University; Ph.D. candidate, Loyola University

HUGH T. MARTIN ................................ Lecturer in Marketing
M.B.A., University of Chicago; J.D., DePaul University

ADOLPH E. MARK .............................. Assistant Professor of Economics
M.A., University of Michigan; Ph.D., University of Illinois

MICHAEL Z. MASSEL ............................ Associate Professor of Management
M.B.A., Ph.D., Northwestern University

ROBERT D. O'KEEFE ............................ Assistant Professor of Marketing
M.A., Ph.D., Northwestern University

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J. IRWIN PETERS .............................. Associate Professor of Marketing
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WILLIAM M. POPPEL ......................... Assistant Professor of Finance
M.B.A., Ph.D. candidate, University of Chicago

MAHMOOD A. OURESHI ......................... Associate Professor of Accountancy
Ph.D., University of California

GERARD V. RADICE ............................ Instructor of Accountancy
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CPA (Illinois)

DONALD W. RAMEY ............................ Assistant Professor of Economics
M.A., DePaul University; Ph.D., Washington State University

HARVEY ROSENBLOOM .......................... Lecturer in Finance
M.A., Ph.D., University of California

LAWRENCE W. RYAN ............................ Professor of Business Law
J.D., DePaul University

MILTON D. SHULMAN .......................... Associate Professor of Accountancy
M.S., Ph.D., University of Illinois; CDP

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M.B.A., DePaul University; Ph.D. candidate, University of Chicago; CPA (Illinois)

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J.D., DePaul University

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OWAIS R. SUCCARI. Associate Professor of Management
Ph.D., University of Louvain

RICHARD M. THORNTON. Assistant Professor of Economics
M.A., Ph.D. candidate, Northern Illinois University

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

CURTIS C. VERSCHOOR. Assistant Professor of Accountancy
M.B.A., University of Michigan; CPA (Illinois)

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M.B.A., D.B.A., Indiana University

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

RICHARD WILGEN. Assistant Professor of Economics
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J.D., DePaul University

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

JERROLD R. ZISOOK. Associate Professor of Accountancy
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FAROUQ A. ZUAIER. Assistant Professor of Accountancy
M.B.A., D.B.A., Texas Tech University

PROFESSOR EMERITUS

JOSEPH S. GIGANTI. Professor of Economics
Ph.D., University of Rome

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

ERNEST H. WEINWURM. 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.

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

The final decision in all cases rests with the Dean of the Graduate School. Without his approval no applicant is officially admitted to a degree program. Students may enter the graduate program 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, 25 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. The application deadline for: the Autumn Quarter is August 15th; the Winter Quarter is December 1st; the Spring Quarter is February 15th; and the Summer Session is May 15th.

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

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 their last quarter in the undergraduate division of DePaul’s College of Commerce, if accepted to one of the graduate programs, may be permitted to register for one graduate course.

NON-DEGREE SEEKING STUDENTS
A non-degree seeking student is one who already possesses a Master’s Degree or equivalent from an accredited institution and desires to update his/her knowledge of the modern business environment. Students under this category complete and submit an application for admission as a non-degree seeking student with the Graduate School of Business Office.

STUDENT-AT-LARGE
A student-at-large is one who is presently working for an advanced degree in the graduate school of another accredited university and is accepted for registration in the Graduate School of Business at DePaul. Students under this category complete and submit an application for admission as a student-at-large with the Graduate School of Business Office. They must also be in good standing at their graduate school and provide the Graduate School of Business Office with a letter from their home college stating that the purpose for attending DePaul is to transfer credit to the home college.

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 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 1207 early in the academic term in which the candidate expects to complete all other degree requirements. Deadlines for submitting graduation application are indicated in the calendar.

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. Cortelyou, C.M., must make an appointment through his secretary. Phone 321-7870. The Dean's office is Room 1001.

Students wishing to consult with the Director of the Graduate School of Business, Mr. Gus. L. Economos, or the Assistant Director, 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 .................................. $42.00
- Courses in the 300-600 series .............................. $56.00

Service Fee for Deferred Payment Plan ........................................ 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) .................................................. 30.00

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, on payment
of a $3.00 service fee, the following plan:
- Payment of 1/2 of tuition and fees at or before the end of the first week of school.
- Payment of 1/2 of tuition and fees at or before the end of the third week of school.
- Payment of the final 1/2 tuition and fees at or before the end of the sixth week of school.

Students failing to make payments on or before the scheduled date will be assessed an additional $3.00 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 in 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 AID

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-$2500 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 $250 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 $150.00.

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 half-time may borrow up to a total not exceeding $10,000 for both the undergraduate and graduate years. The exact amount depends upon an evaluation of financial needs 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.

C. 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 essen-
tially 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.

D. LAW ENFORCEMENT EDUCATION PROGRAM LOANS

These loans are available to law enforcement officers who are registered for full-time study. A loan recipient can earn 25 percent cancellation of the amount borrowed for each completed year of full-time law enforcement employment. Maximum amounts vary according to academic year.

APPLICATION PROCEDURE FOR ALL LOAN PROGRAMS. Contact the University’s Office of Financial Aids and Placement, Room 1730, 25 East Jackson Blvd., Chicago, Illinois 60604.

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.

More than 100 nationally known organizations recruit on campus to fill management training program assignments and various types of career positions. Interviews are also arranged. Services of the office are also available at no fee to alumni seeking employment.
<table>
<thead>
<tr>
<th>Representative New Student Enrollment</th>
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<tbody>
<tr>
<td><strong>1973-1974</strong></td>
</tr>
<tr>
<td>Augustana College</td>
</tr>
<tr>
<td>Aurora College</td>
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<tr>
<td>Ball State University</td>
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<td>Beloit College</td>
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| Lewis University                     |
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| Louisiana State University           |
| Lowell Technical Institute           |
| Loyola University                    |
| Luther College                       |
| MacMurray College                    |
| Marian College                       |
| Marquette University                 |
| Miami University                     |
| Michigan State University            |
| Michigan Tech                        |
| Miles College                        |
| Millikin University                  |
| Monmouth College                     |
| Mundelein College                    |
| New College                          |
| New York University                  |
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| Northeastern Illinois University     |
| Norfolk State College                |
| Northern Illinois University         |
| Northwestern University              |
| Notre Dame University                |
| Ohio State University                |
| Pace College                         |
| Penn State University                |
| Purdue University                    |
| Quincy College                       |
| Regis College                        |
| Roosevelt University                 |
| Rosary College                       |
| Rust College                         |
| Saint Ambrose College                |
| Saint Joseph's Calumet College       |
| Saint Joseph's College               |
| Saint Louis College of Pharmacy      |
| Saint Mary's College                 |
| Saint Mary's of California           |
| Saint Norbert College                |
Saint Peter's College
Saint Xavier
State University of New York at Buffalo
State University of New York at Oneonta
State University of New York at Stonybrook
Seattle University
Southern Illinois University
Tarkio College
Toledo University
Tolentine College
Tulane University
University of Albuquerque
University of Arizona
University of Colorado
University of Connecticut
University of Dayton
University of Denver
University of Dubuque
University of Evansville
University of Hawaii
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 Mississippi
University of Missouri
University of Montana
University of Nebraska
University of New Mexico
University of North Dakota
University of Northern Iowa
University of Oregon
University of Pennsylvania
University of Rochester
University of Tennessee
University of Tulsa
University of Washington
University of Wisconsin
University of Wisconsin at Milwaukee
University of Wisconsin at Kenosha
Valparaiso University
Wesley College
Wayne State University
Wellesley College
West Point
West Virginia University
Western Illinois University
Western Michigan University
Wheaton College
Wisconsin Central State University
Wisconsin State University
Xavier University

**FOREIGN UNIVERSITIES**

Birla University
Cairo University
Far Eastern University
Government Engineering College
Government Polytechnic Institute
Hochschula St. Gallen
University of the East
University of Economics
ACADEMIC CALENDAR 1975-76

**Autumn Quarter**

AUGUST 4-15  *Monday-Friday.* Mail registration. Consult schedules for detailed instructions.

SEPTEMBER 2-3  *Tuesday-Wednesday.* In-person registration for the Autumn Quarter. (5:30-7:00 p.m.)

SEPTEMBER 15  *Monday.* Autumn Quarter begins. Late registration and program changes.

SEPTEMBER 26  *Friday.* Feast of St. Vincent DePaul. Special liturgical services on both campuses. Holiday celebration, October 5.

OCTOBER 1  *Wednesday.* Final date for filing for February Convocation.

OCTOBER 6  *Monday.* St. Vincent Day celebration—no classes.

OCTOBER 15-21  *Wednesday-Tuesday.* Mid-term examinations.

NOVEMBER 1  *Saturday.* Last day to withdraw from class.

NOVEMBER 10-21  *Monday-Friday.* Mail registration for the Winter Quarter.

NOVEMBER 22-  *Saturday-Tuesday.* Final examinations for the Autumn Quarter.

DECEMBER 2

NOVEMBER 27-29  *Thursday-Saturday.* Thanksgiving Holidays. no classes, no exams.

DECEMBER 2  *Tuesday.* Autumn Quarter ends.

**Winter Quarter**

DECEMBER 8  *Monday.* In-person registration for the Winter Quarter. (5:30-7:00 p.m.)

JANUARY 5  *Monday.* Winter Quarter begins. Late registration and program changes.

FEBRUARY 1  *Sunday.* Mid-year Convocation.

FEBRUARY 2-7  *Monday-Saturday.* Mid-term examinations.

FEBRUARY 9-20  *Monday-Friday.* Mail registration for the Spring Quarter.

FEBRUARY 14  *Saturday.* Final date for filing for June Convocation.

FEBRUARY 21  *Saturday.* Last day to withdraw from class.

MARCH 8-13  *Monday-Saturday.* Final examinations for the Winter Quarter.

MARCH 13  *Saturday.* Winter Quarter ends.

**Spring Quarter**

MARCH 15  *Monday.* In-person registration for the Spring Quarter. (5:30-7:00 p.m.)

MARCH 29  *Monday.* Spring Quarter begins. Late registration and program changes.

APRIL 15  *Thursday.* Easter Holidays begin after last class. Classes resume April 19.

APRIL 26-MAY 1  *Monday-Saturday.* Mid-term examinations.

MAY 3-21  *Monday-Friday.* Mail registration for Summer Sessions.

MAY 15  *Saturday.* Last date to withdraw from class.

MAY 27  *Thursday.* Feast of the Ascension, Holy Day. Special liturgical services on both campuses.

MAY 31  *Monday.* Memorial Day—No classes.

JUNE 1-7  *Tuesday-Monday.* Final examinations for the Spring Quarter.

JUNE 7  *Monday.* Spring Quarter ends.

JUNE 13  *Sunday.* Convocation.

**Summer Session 1976**

Dates to be announced