Graduate School of Business

Master of Business Administration
Master of Accountancy
Master of Science in Accountancy
Master of Science in Taxation
Courses Offered at Five Locations
(See page 12 for further information.)

DePaul University
Graduate School of Business
Campus Locations

- DePaul N.W. Center (Des Plaines)
- New Trier West (Northfield)
- Eisenhower Expressway (90)
- Proviso West (Ilintaide)
- railroad
- DePaul University
- DePaul University
- Lincoln Park Campus
- Downtown Campus
- Chicago
- Kennedy Expressway (90)
- Edison Expressway (90)
- Eisenhower Expressway (90)
- Dan Ryan Expressway (90)
- Dan Ryan Expressway (90)
De Paul University
Bulletin 1981-82
Graduate School of Business

Master of Business Administration
Master of Accountancy
Master of Science in Accountancy
Master of Science in Taxation
M.B.A./J.D.
M.S.A./J.D.

Editor: Thomas G. Dolan

The Frank J. Lewis Center
25 East Jackson Boulevard
Suite 1204
Chicago, Illinois 60604
Telephone: (312) 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

Volume LXXXIV No. 3, May 8, 1981
The DePaul University Bulletin. Published by
DePaul University, 25 East Jackson Boulevard,
Chicago, Illinois 60604, semi-monthly, April
through June, six issues per year. Second
class postage paid at Chicago, Illinois (USPS 154-260)
## CONTENTS

<table>
<thead>
<tr>
<th>Programs of Study</th>
<th>page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Accountancy</td>
<td>11</td>
</tr>
<tr>
<td>Master of Business Administration</td>
<td>8</td>
</tr>
<tr>
<td>Master of Science in Accountancy</td>
<td>9</td>
</tr>
<tr>
<td>Master of Science in Taxation</td>
<td>10</td>
</tr>
<tr>
<td>Combined Business and Law Programs</td>
<td>6</td>
</tr>
<tr>
<td>Campus Locations</td>
<td>12</td>
</tr>
</tbody>
</table>

### Courses of Instruction:

<table>
<thead>
<tr>
<th>G.S.B. Courses</th>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Accountancy</td>
<td>17</td>
</tr>
<tr>
<td>Accountancy concentration for M.B.A.</td>
<td>17</td>
</tr>
<tr>
<td>M.S.A.</td>
<td>17</td>
</tr>
<tr>
<td>M.S.T.</td>
<td>17</td>
</tr>
<tr>
<td>M.Acc.</td>
<td>17</td>
</tr>
<tr>
<td>Economics Department</td>
<td>25</td>
</tr>
<tr>
<td>Business Economics concentration for M.B.A.</td>
<td>25</td>
</tr>
<tr>
<td>Quantitative Methods concentration for M.B.A.</td>
<td>28</td>
</tr>
<tr>
<td>Finance Department</td>
<td>31</td>
</tr>
<tr>
<td>Finance concentration for M.B.A.</td>
<td>31</td>
</tr>
<tr>
<td>International Business concentration for M.B.A.</td>
<td>34</td>
</tr>
<tr>
<td>Management Department</td>
<td>37</td>
</tr>
<tr>
<td>Human Resources Management concentration for M.B.A.</td>
<td>37</td>
</tr>
<tr>
<td>Operations Management concentration for M.B.A.</td>
<td>37</td>
</tr>
<tr>
<td>Systems concentration for M.B.A.</td>
<td>37</td>
</tr>
<tr>
<td>Marketing Department</td>
<td>43</td>
</tr>
<tr>
<td>Marketing concentration for M.B.A.</td>
<td>43</td>
</tr>
<tr>
<td>Business Law</td>
<td>47</td>
</tr>
<tr>
<td>Administration and Faculty</td>
<td>48</td>
</tr>
<tr>
<td>Admission</td>
<td>56</td>
</tr>
<tr>
<td>Academic Regulations</td>
<td>57</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>59</td>
</tr>
<tr>
<td>Financial Aids</td>
<td>60</td>
</tr>
<tr>
<td>Placement</td>
<td>62</td>
</tr>
<tr>
<td>Housing</td>
<td>62</td>
</tr>
<tr>
<td>Representative New Student Enrollment</td>
<td>63</td>
</tr>
<tr>
<td>Phone Directory</td>
<td>64</td>
</tr>
<tr>
<td>Academic Calendar 1981-82</td>
<td>Inside Back Cover</td>
</tr>
</tbody>
</table>
PROGRAMS OF STUDY

The Graduate School of Business offers evening classes, and some afternoon and Saturday morning classes, for both part-time and full-time students leading to the Master of Business Administration (M.B.A.), in cooperation with the School of Accountancy, the Master of Science in Accountancy (M.S.A.), the Master of Science in Taxation (M.S.T.), and the Master of Accountancy (M.Acc.). Also offered are the M.B.A./J.D. and the M.S.A./J.D. degrees. These programs (except the M.Acc.) are designed for both the non-business or business undergraduate. (At the present time the M.Acc. program is limited to full-time day students who have an undergraduate degree in accountancy.)

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.

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 concentration within this program are: Accountancy, Business Economics, Finance, Human Resources Management, International Business, Marketing, Operations Management, Quantitative Methods, and Systems. The M.B.A. is scheduled primarily as an evening program.

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. The M.S.T. is scheduled primarily as an evening program.

MASTER OF SCIENCE IN ACCOUNTANCY

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, including the competence required for successful preparation for the CPA Examination or the CMA Examination. Students are afforded ample opportunity to explore advanced topics of interest. The program is intended to serve the needs of holders of undergraduate degrees in liberal arts and science or business with non-accounting backgrounds. The M.S.A. is scheduled primarily as an evening program.

MASTER OF ACCOUNTANCY

The Master of Accountancy is a professional graduate degree in accounting. It prepares students for professional accounting positions in public accounting, business and industry, and the public sector. Its objectives are to provide advanced preparation in accounting and auditing, the professional judgement to use the technical preparation and the managerial skills and knowledge needed to rise above entry level positions.

Candidates may apply for the M.Acc. program if they are:
—Undergraduate accounting majors who have at least 120 quarter hours of study toward the Bachelor of Science in Commerce degree including Accountancy 204 and either 206 or 303 including at least 30 quarter hours of undergraduate study at DePaul University.
OR
—Graduates with a bachelor's degree with a major in accounting from an accredited university.
Candidates who fall in one of the above categories are considered on an individual basis and must demonstrate above average academic achievement or ability as indicated by the following:
1. Overall undergraduate grade point average (at DePaul University if a DePaul undergraduate).
2. Scores on the Graduate Management Admission Test (GMAT).
3. Accounting grade point average.
4. Two letters of recommendation. DePaul students should obtain letters from two accounting faculty members.

For DePaul undergraduates, grades in the winter quarter will be considered both in achieving the minimum entry requirements and in evaluating your application.
The M.Acc. is designed as a full-time program with all required courses offered in the day. Entering students will be accepted only for the fall quarter each year.

COMBINED GRADUATE BUSINESS AND LAW PROGRAMS

DePaul University's College of Law and Graduate School of Business have designed two programs of study which permit the full-time student to obtain the M.B.A. and J.D. or M.S.A. and J.D. degrees at a substantial reduction in time. The M.B.A./J.D. and M.S.A./J.D. programs recognize the increasing complexity of business organizations and the increasing interaction of management and law.

Generally the combined degree programs require enrollment in both day and evening classes on a full-time coordinated basis according to a designated schedule and sequence. Enrollment in these programs is restricted to highly qualified and motivated students who meet the standards of the joint committee which coordinates these programs. Admission into the College of Law and into the Graduate School of Business does not necessarily guarantee acceptance into the combined degree programs.

Additional information may be obtained by requesting the brochure on these combined programs from either college.
CURRICULUM

PHASE 1 — COMMON BODY OF KNOWLEDGE

All Candidates for a degree in the Graduate School of Business must satisfy Phase I — the Common Body of Knowledge. This background is essential preparation for advanced study in business. The courses in Phase I are among those which are designated as “G.S.B.” courses. All or part of this curriculum may be required based on an evaluation of the candidate’s previous academic course work. This evaluation is made at the time a student is admitted into the Graduate School of Business, and an evaluation sheet is given to the student listing his or her requirements to be completed. All G.S.B. courses marked as required on the student’s evaluation sheet must be taken as part of the degree program. G.S.B. courses which are not marked as required on the student’s evaluation sheet may not be taken as part of the degree program.

CONCEPTS AND METHODS

GSB 500 Information Systems and Technology
GSB 501 Mathematical Analysis for Decision Making
GSB 502 Statistical Analysis for Decision Making
GSB 503 Behavior, Motivation and Decision Making

FUNCTIONAL AREAS OF BUSINESS

GSB 504 Financial Accounting
GSB 505 Economic Analysis
GSB 507 Operations Management
GSB 508 Marketing Management
GSB 513 Macro Policy and Financial Analysis

ENVIRONMENTAL PERSPECTIVES

GSB 509 Legal Aspects of Business—Fundamentals
GSB 510 Organizational Policy Formulation and Strategic Management

The interpretation and evaluation of the student’s previous course work taken at a regionally accredited college or university is the prerogative of the Graduate School of Business, which will make the final determination of the quality and pertinence of such work. The general policy for possible waivers from Phase I requirements is summarized as follows:

GSB 500 may not be required if a student has had at least one course in Management Information Systems.
GSB 501 may not be required if a student has had at least one course in Differential Calculus.
GSB 502 may not be required if a student has had at least one course in Statistics.
GSB 503 may not be required if a student has had an adequate background in both Psychology and Sociology.
GSB 504 may not be required if a student has had at least two courses in the Principles of Accountancy.
GSB 505 may not be required if a student has had at least two courses in the Principles of Economics.
GSB 507 may not be required if a student has had at least one course in Production Management taken at a four-year college or university.
GSB 508 may not be required if a student has had at least one course in Principles of Marketing taken at a four-year college or university.
GSB 509 may not be required if a student has had at least one course in Business Law.
GSB 510 may not be required if a student has had at least one course in Business Policy Formulation taken at a four-year college or university.
GSB 513 may not be required if a student has had at least one course in Money and Banking taken at a four-year college or university.
Waivers are based on course work completed prior to admission into the Graduate School of Business. Once a student has been admitted into the program, he or she cannot waive any further requirements by taking additional undergraduate courses.

In addition to possible waivers based on prior course work, a student under certain circumstances may participate in the University’s Credit-by-Examination Program which may enable the student to validate certain undergraduate credits and thereby waive certain Phase I requirements. Prior approval of the Graduate School of Business is required, and participation is subject to certain procedures and qualifications. Interested students should obtain a copy of the Credit-by-Examination brochure available in the G.S.B. Office and see one of the academic counselors.

Waivers do not count as graduate credits earned. No matter how many waivers are granted based on prior course work and/or credit-by-examination, a student must still meet all residency requirements and must complete the minimum number of graduate courses and credits required for the specific degree program. (See minimum degree requirements listed on pages 8 - 11)

PHASE II — ADVANCED PROGRAM: M.B.A.

DECREES IN THE FUNCTIONAL AREAS OF BUSINESS

Students usually must take four of these five G.S.B. courses, precisely as directed by the Graduate School of Business on the student’s evaluation sheet. The number of courses required in this area directly relates to specific undergraduate course preparation and thus will vary from student to student and will affect the elective portion of the student’s program. Any G.S.B. courses which are not marked as required on the student’s evaluation sheet may not be taken as part of a degree program.

GSB 511 Accounting Analysis for Decision Making
GSB 512 Economics for Decision Making
GSB 514 Problems in Management and Organizations
GSB 515 Decisions in Marketing Management
GSB 516 Corporate Finance

AREA OF CONCENTRATION

Four courses to be selected with the approval of the department chairman or program administrator. The student must declare one concentration. Concentrations available are: Accountancy, Business Economics, Finance, Human Resources Management, International Business, Marketing, Operations Management, Quantitative Methods*, and Systems. Specific requirements for each concentration are listed in the appropriate section of the Bulletin. (In the case of Quantitative Methods, the concentration consists of three required courses plus three additional courses for a total of six courses in the concentration.)

ELECTIVES

Two courses to be taken outside the department of concentration. (This number may vary depending upon how many courses the student has been directed to take in the G.S.B. 511 - 516 series. See above, and refer to program evaluation sheet.) Up to three additional electives to meet the thirteen course minimum requirement. (Required of students who are directed to take less than three courses in the Common Body of Knowledge.)

All electives must be chosen from appropriate graduate level (500-level) departmental courses offered by Accountancy, Business Law, Economics, Finance, Management, or Marketing.

M.B.A. DEGREE REQUIREMENTS

1. The minimum number of graduate courses to be taken for the M.B.A. Degree is thirteen (52 q. hrs.). The maximum number of courses
including those in Phase I is twenty-one (84 q.t. hrs.).

2. Completion of the Common Body of Knowledge. This may be accomplished through course work in the Graduate School of Business or previous academic course work (see page 7).

3. Completion of a minimum of ten courses in Phase II as outlined above (or twelve courses in Phase II with a concentration in Quantitative Methods.)

*Refer to specific requirements for this concentration on pages 28-30.
**Additional prerequisite courses may be required for a concentration in Quantitative Methods or for certain choices of courses in other concentrations. Such prerequisites are not counted toward the minimum number or maximum number of required courses.

PHASE II — ADVANCED PROGRAM: M.S.A.

ACCOUNTANCY COURSES (9 required courses)

Acct. 541A Financial Accounting Theory and Practice I
Acct. 542A Cost Accounting, Decision Making, and Control
Acct. 543A Financial Accounting Theory and Practice II
Acct. 544A Advanced Models and Problems in Decision Making and Control
Acct. 545A Advanced Topics in Accounting Theory
Acct. 547A Audit and Regulation of Corporate Financial Reporting
Acct. 548A Personal and Business Taxation
Acct. 549A Communication in Accounting Practice
Acct. 550A Auditing Computer-Based Systems*

ELECTIVES (1-4 electives)

One course to be selected with the approval of the Program Coordinator.

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

All electives must be chosen from appropriate graduate level (500-level) departmental courses offered by Accountancy, Business Law, Economics, Finance, Management, or Marketing.

M.S.A. DEGREE REQUIREMENTS

1. The minimum number of graduate courses to be taken for the M.S.A. Degree is thirteen (52 q.t. hrs.). The maximum number of courses including those in Phase I is twenty-one (84 q.t. hrs.).

2. Completion of the Common Body of Knowledge. This may be accomplished through course work in the Graduate School of Business or previous academic course work (see page 7).

3. Completion of a minimum of ten courses in Phase II as outlined above.

*Or appropriate substitution approved by the Program Coordinator.
PHASE II — ADVANCED PROGRAM: M.S.T.

PREREQUISITE TAXATION COURSES (do not apply toward the twelve-course minimum)

Acct. 548A Fundamentals of Personal and Business Taxation
Acct. 558T Tax Research† (2 Quarter Hours)

REQUIRED TAXATION COURSES (10 courses)

Acct. 560T Taxation of Corporate Shareholders
Acct. 561T Corporate Reorganizations
Acct. 566T Federal Income Tax Procedures
Acct. 571T Estate and Gift Taxation
Acct. 598T Seminar in Current Problems in Taxation

Five additional graduate Taxation courses. (Taxation courses are denoted with the letter "T" in the School of Accountancy course listings in this Bulletin.)

NON-TAX ELECTIVES

Up to two additional Phase II non-tax electives (at least one must be taken outside Accountancy) to reach the twelve course minimum requirement; to be selected from appropriate graduate level (500-level) departmental courses and only with the written approval of the Program Coordinator.

M.S.T. DEGREE REQUIREMENTS

1. The minimum number of graduate courses to be taken for the M.S.T. Degree is twelve (48 qt. hrs.). The maximum number of courses including those in Phase I is twenty-three (90 qt. hrs. which include Acct. 548 and Acct. 558).
2. Completion of the Common Body of Knowledge. This may be accomplished through course work in the Graduate School of Business or previous academic course work (see page 7).
3. Completion of a minimum of ten courses in Phase II as outlined above.

*Required only of students lacking an adequate undergraduate background in Taxation. Does not count toward minimum requirement.
†This course cannot be counted toward fulfilling the degree requirements but may be waived based on experience, as evidenced by passing an exam, or course work in tax research. See Program Coordinator.
PHASE II — ADVANCED PROGRAM: M.ACC.

ACCOUNTANCY COURSES (6 required courses)

Acct. 670 Accounting Information Systems
Acct. 520 Advanced Auditing Theory
Acct. 630 Budgeting, Financial Planning and Control
Acct. 640 Accounting Theory and Policy Formulation
Acct. 650 Communication in an Accounting Environment
Acct. 652 Management in an Accounting Environment

ELECTIVES (7 electives)

Three approved graduate business courses.
Four approved graduate accounting electives in the specialty areas (including Accountancy 690 — Graduate Internship, if taken).
Graduate elective courses must be approved by the M.Acc. Coordinator and should be relevant to the student’s choice of accounting specialty. The accounting specialty areas are financial, managerial, auditing, tax, systems, public sector, and international accounting. Specialty courses may be taken in related areas outside of accounting if approved by the M.Acc. Coordinator. The Graduate Internship (Accountancy 690) is recommended for students who have not had practical accounting experience.

M.ACC. DEGREE REQUIREMENTS

1. The minimum requirements for the M.Acc. degree are 236 quarter hours or an undergraduate degree in business with a major in accounting plus thirteen graduate courses (52 quarter hours).
2. Completion of the Common Body of Knowledge. This may be accomplished through course work in the Graduate School of Business or previous academic course work (see page 7).
3. Completion of a minimum of thirteen courses in Phase II as outlined above.
CAMPUS LOCATIONS

(See map inside front cover)

The Graduate School of Business offers courses at our Downtown Campus as well as at three conveniently located Off-Campus locations. Occasionally courses are offered also at the University's Lincoln Park Campus.

CHICAGO  (Downtown Campus)

Frank J. Lewis Center
25 East Jackson Boulevard, Chicago

(Lincoln Park Campus)
Arthur J. Schmitt Academic Center
2323 North Seminary Avenue, Chicago

(NORTHFIELD  (North Suburbs)

New Trier West High School
7 Happ Road, Northfield

DESPAINES  (Northwest Suburbs)

DePaul University's Northwest Center
3166 Des Plaines/River Road, Des Plaines

HILLSIDE  (West Suburbs)

Proviso West High School
4701 West Harrison Street, Hillside

(Full program of course offerings)

(only occasional course offerings)

(Limited course offerings)

(Limited course offerings)

All students must register through the Downtown Campus Office of the Graduate School of Business. Textbooks will be sold at each suburban location at the beginning of each term for the courses meeting there.

Students may begin or continue to take course work to fulfill the degree requirements for the M.B.A., M.S.A., or M.S.T. degrees at a location convenient to their home or work. All students are required to complete part of their course work at the Downtown Campus (Lewis Center).

The M.Acc. degree program will be offered only at the Downtown Campus.
G.S.B. COURSES

Robert D. O'Keefe
Associate Dean for Graduate Programs

All courses in the Common Body of Knowledge and decision courses in the Functional Areas of Business are designated as Graduate School of Business (GSB) courses, and are coordinated by the Associate Dean for Graduate Programs and by Faculty Advisory Committees of the Graduate School of Business.

PHASE I — COMMON BODY OF KNOWLEDGE

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

These courses may not be required if a student has had equivalent academic course work as indicated on page 7. Upon admission to the Graduate School of Business a review is made of the transcripts submitted by the candidate to determine the program of courses required for completion of the degree. The results of this review are indicated on the student's evaluation sheet. If a GSB course is not required 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 — DECISIONS IN THE FUNCTIONAL AREAS OF BUSINESS

The GSB 511-516 series includes the study of the 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 must take four of the five courses in this series. The exact number of these courses and the specific ones to be taken will be indicated on the student's evaluation sheet and will be determined based on previous course work.

GSB 520 (Analytical Methods) is a course offered for elective credit and is recommended to those candidates seeking additional quantitative emphasis in their program. GSB 557 (International Business Studies Program) is a European study tour offered only during the summer which may be taken for elective credit. With the exception of GSB 520 and 557, GSB courses not indicated as required on the candidate's evaluation sheet may not be taken for credit without specific written approval from the Associate Dean or Assistant Director of the Graduate School of Business.
GSB 500—INFORMATION SYSTEMS AND TECHNOLOGY. A treatment of the computer and its relationship to procedures involved in gathering, recording, and processing information. The principles of automatic computation, information-retrieval, and the organization and evaluation of high-speed computing systems are stressed. Flow charting, programming, and problem preparation are covered with applications to business data problems. 
Prerequisite: Graduate Standing.

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.

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.

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.

GSB 504—FINANCIAL ACCOUNTING. An introduction to Financial Accounting, provides both a theoretical foundation and an opportunity to apply accounting logic in increasingly complex situations. The Accounting Model and information processing cycle are developed. The content of the Income Statement, Balance Sheet, and Statement of Changes in Financial Position are studied in detail and analyzed. 
Prerequisite: Graduate Standing.

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 500, 501, 502, or their equiv.

GSB 507—OPERATIONS MANAGEMENT. Establishes and acquaints the student with elements of Operational Management. Specific topics covered include: strategy, planning, procedures, and control. Considerable emphasis is placed on the review of current literature. 
Prerequisite: GSB 500, 501, 502, or their equiv.

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 major factors which are considered at various stages of the consumer decision process. 
Prerequisite: GSB 501, 502, 505 or their equiv.

GSB 509—LEGAL ASPECTS OF BUSINESS—FUNDAMENTALS. A study of the legal framework within which the U.S. businessman must operate in accordance with ethical considerations and social responsibilities is combined with the study of the application of substantive rules in the basic area of contracts. The second half of the term provides a study of the applications of the rules of the more specialized business contracts, namely, real and
personal property, commercial paper, sales, and the laws of agency. Landmark decisions in each of these areas will be discussed in exemplifying the manner in which the law is applied to business.

Prerequisite: Graduate Standing.

GSB 510—ORGANIZATIONAL POLICY FORMULATION AND STRATEGIC MANAGEMENT.
This is a "capstone course" drawing heavily on the subject matter covered in all prerequisite courses. Emphasis is upon the role of general management and the development of policies and strategies for the organization as a whole. Topics include: the relationship among functional, tactical, and strategic management; the identification and integration of policy and strategy alternatives; the importance of the external environment; and the evaluation and execution of strategy. Case analyses will be used to afford the student the opportunity to apply some of the concepts and approaches developed in the course.

Prerequisite: GSB 500 thru 509 and GSB 513 or their equiv.

GSB 511—ACCOUNTING ANALYSIS FOR DECISION MAKING. Required for M.B.A. students with non-accounting background. Familiarization with sources and types of cost and managerial accounting data and their relevance in planning, control and decision making. Emphasis is placed upon interpretation and use of accounting information rather than its creation or accumulations.

Prerequisite: GSB 501, 502, 503, 504 or their equiv.

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

Prerequisite: GSB 501, 502, 505 or their equiv.

GSB 513—MACRO POLICY AND FINANCIAL ANALYSIS. A study of the complex relationship between fiscal and monetary policies and the business environment within which the financial officer 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, 505 or their equiv.

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

Prerequisite: GSB 501, 502, 507 or their equiv.

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

Prerequisite: GSB 501, 502, 505, 508 or their equiv.

GSB 516—CORPORATE FINANCE. (Formerly GSB 506.) 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 601, 502, 504, 505 or their equiv.
GSB 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 their equiv.

GSB 557—INTERNATIONAL BUSINESS STUDIES PROGRAM. Selected participants travel to several European cities to gain a first-hand exposure to international business practices by visiting a variety of commercial, industrial, professional and governmental organizations. Formal presentations as well as informal contacts and tours are supplemented by advance readings and seminar discussions. All business topical areas are covered. This course provides insights into the organization structure and management philosophies of a number of international organizations. Offered in Summer Session I only; participants pay all travel and living expenses. Application forms available at start of Winter Quarter.

Prerequisite: Graduate Standing and permission.
SCHOOL OF ACCOUNTANCY

Belverd E. Needles, Jr.
Director

The graduate programs in Accountancy have as one of their 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 or her adequate basic preparation for a career in private or public accounting or in the teaching of accounting in the secondary school or college.

The Accountancy concentration for the M.B.A. degree is structured to provide the candidate with "user" competency in Accountancy.

Minimum requirements for an Accountancy concentration for the M.B.A. degree are: completion of Accountancy 509, 599 and two 500 level Accountancy courses chosen from Accountancy 503, 512, 526, 528, 533, 557, 572, 575, 578, 579, 584, 585, 586. Selection of these courses must be approved by the Coordinator of the program, Dr. Robert M. Peters.

Minimum Accountancy requirements for the M.S.A. degree are listed on page 9.

The Coordinator of this program is Dr. Belverd E. Needles, Jr.

Minimum Accountancy requirements for the M.M.S.T. degree are listed on page 10.

The Coordinator of this program is Dr. Edward Foth.

Minimum Accountancy requirements for the M.Acc. degree are listed on page 11.

The Coordinator of this program is Dr. Belverd E. Needles, Jr.

Students are advised to read carefully the course description and prerequisites listed after each course title and the footnotes on the pages in this section. Some special restrictions apply to certain courses. Courses marked with the letter "A" belong to the M.S.A. program and will not apply toward other degree programs unless permission is obtained.

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.

508—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. (M.S.A. students are excluded from enrollment in this course.)

Prerequisite: Completion of Phase I or equiv.
512—CURRENT PROBLEMS IN ACCOUNTING PRACTICE. A detailed and comprehensive review of current authoritative pronouncements. Current emphasis on multi-corporate reporting, accounting for pensions, leases, restructured debt, current value and price level adjustments of financial statements. Topics will change in response to recent developments. (M.S.A. students taking this course may not take Accounting 545A.)

Prerequisite: Completion of Phase I or equiv.

526—APPLICATIONS OF QUANTITATIVE TECHNIQUES FOR MANAGEMENT USES. Familiarization with the application of quantitative analysis techniques to the solution of business problems. Students will gain self-assurance and manipulative skills in dealing with methods for describing, assuming and using probability distributions and they will apply forecasting models and simulation to complex decision situations. The use of game theory in competitive situations and of linear programming techniques in the allocation of limited resources will be stressed.

Prerequisite: Completion of Phase I or equiv.

528—BEHAVIORAL ACCOUNTING. The course familiarizes the students with a conceptual understanding of the behavioral aspects of accounting. They will learn about the impact accounting methods and reports have upon individuals and collective behavior and how they can be altered to attain optimum results. Attention will be given to human resource accounting and the behavioral implications in planning, controlling and decision making. Students will also be exposed to the behavioral circumstances to be considered in system design and external reporting.

Prerequisite: Completion of Phase I or equiv.

533—PROFIT PLANNING AND BUDGETING. This course investigates the conceptual framework for and the development of integrated profit planning and control in business enterprises. Special consideration will be given to long range strategic planning, annual budgets, product planning and forecasting techniques. Students will become aware of the behavioral impacts and the organizational constraints affecting the successful operation of planning and control systems. They also will gain familiarity with modern quantitative techniques currently in use.

Prerequisite: Completion of Phase I or equiv.

541A—FINANCIAL ACCOUNTING THEORY AND PRACTICE I. Intermediate theory and preparation of financial statements; review of accounting concepts and development of the accounting model; methods and problems in valuation and reporting with emphasis on current assets and liabilities, property, plant and equipment, and intangibles; review of relevant authoritative literature.

Prerequisite: Completion of GSB 504 or equiv.

542A—INTRODUCTION TO COST ACCOUNTING AND MANAGERIAL USES OF COST DATA. Introduction to the concepts and techniques of cost accumulation of the use of cost data in product costing and managerial planning and control decisions. Exposure to technical and human problems in system design. Familiarization with network analysis in planning and control of complex projects. Exposure to the intricacies of transfer pricing in decentralized operations and the problems encountered in cost allocation.

Prerequisite: Completion of GSB 504 or equiv.

NOTE: The letter "A" denotes M.S.A. courses. Enrollment in these classes by non-M.S.A. students requires the written permission of the coordinator of the M.S.A. program, the coordinator or chairman of the student's program, and the Assistant Director of the Graduate School of Business.
543A—FINANCIAL ACCOUNTING THEORY AND PRACTICE II. Continuation of intermediate theory and preparation of financial statements with emphasis on the components of enterprise capital; special problems such as earnings per share, accounting changes, income taxes, and Statement of Changes in Financial Position; review of relevant authoritative literature and interpretation of financial statements.

Prerequisite: Acct. 541A.

544A—ADVANCED MODELS AND PROBLEMS IN COST AND INCOME DETERMINATION AND DECISION MAKING. Introduction to traditional and contemporary cost estimation and income measurement techniques. Familiarization with formal quantitative decision models and their data requirements. Exposure to extensive post-optimality analysis of model solutions.

Prerequisite: Acct. 542A.

545A—ADVANCED TOPICS IN ACCOUNTING THEORY. The course is designed to provide comprehensive coverage of the following advanced topics: consolidations, partnership accounting, foreign currency translation, current value and price level adjustment accounting and governmental accounting. Coverage of the topics emphasizes both theory and practice. Mastery of the material is obtained through problem solving situations. (M.S.A. students taking this course may not take Accountancy 512.)

Prerequisite: Acct. 543A.

546A—ACCOUNTING SYSTEMS. Accountants must understand how systems are designed, implemented and operated in order to participate in their design and audit systems once they are in operation. This course will enable accountants to interface with various types of accounting information systems. Topics to be discussed include internal control, systems concepts and techniques, data processing concepts, and accounting procedures and controls.

Prerequisite: GSB 500 or equiv.

547A—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. and Acct. 541A.

548A—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. This course is a required prerequisite for students in the M.S.T. Program not having the equivalent undergraduate course work in taxation. (M.B.A. students are excluded from enrollment in this course.)

Prerequisite: Completion of GSB 504 or equiv.

549A—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.

NOTE: The letter "A" denotes M.S.A. courses. Enrollment in these classes by non-M.S.A. students requires the written permission of the coordinator of the M.S.A. program, the coordinator or chairman of the student's program, and the Assistant Director of the Graduate School of Business.
550A—AUDITING COMPUTER-BASED SYSTEMS. The coverage of the audit of computer-based systems includes concepts, terminology, and the review of internal control. In addition, the use of statistical methods and generalized computer audit software in auditing is emphasized. The course also includes an intensive review of recent statements of auditing standards.
Prerequisite: Acct. 547A.

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 1 or equiv.

558T—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. (Course carries two quarter hours of credit)
Prerequisite: Completion of Phase 1 or equiv.

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, distributions in connection with liquidations, and collapsible corporations are thoroughly covered.
Prerequisite: Completion of Phase 1 or equiv. and Acct. 566T.

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 1 or equiv. and Acct. 560T.

562T—CONSOLIDATED RETURNS. This course deals with the principles and mechanics of tax consolidations including eligibility, inter-company transactions, inventory adjustments, basis of property, net operating losses, earnings and profits, and separate return limitations.
Prerequisite: Completion of Phase 1 or equiv. and Acct. 560T and 561T.

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 1 or equiv., and Acct. 548A and Acct. 558T or equiv.

NOTE: The letter “T” denotes taxation courses.
NOTE: The letter “A” denotes M.S.A. courses. Enrollment in these classes by non-M.S.A. students requires the written permission of the coordinator of the M.S.A. program, the coordinator or chairman of the student’s program, and the Assistant Director of the Graduate School of Business.
584T—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., and Acct. 548A and Acct. 558T or equiv.

585T—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., and Acct. 548A and Acct. 558T or equiv.

586T—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., and Acct. 548A and Acct. 558T or equiv.

587T—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., and Acct. 548A and Acct. 558T or equiv.

588T—TAXATION OF CLOSELY HELD CORPORATIONS. This course deals with federal income tax planning in connection with the accumulated earnings tax, personal holding companies, tax option corporations (Subchapter S), multiple corporations, transactions between related parties, and small business corporation stock. Prerequisite: Completion of Phase I or equiv., and Acct. 560T and Acct. 561T.

589T—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., and Acct. 548A and Acct. 558T or equiv.

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., and Acct. 548A and Acct. 558T or equiv.

NOTE: The letter “T” denotes taxation courses.
571—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., and Acct. 548A and Acct. 558T or equiv.

572—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., and Acct. 548A and Acct. 558T or equiv.

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. 571T.

575—ADVANCED SYSTEMS TECHNIQUES. See Management 575.

576T—VALUATION CONCEPTS. This course examines concepts 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., and Acct. 548A and Acct. 558T or equiv.

578—PROBLEMS IN SYSTEMS DESIGN AND MANAGEMENT. See Management 578.

579—GRADUATE SEMINAR IN SYSTEMS. See Management 579.

584—INCOME TAX AND BUSINESS DECISIONS. The study of the impact of federal income taxation on business decisions with emphasis on such areas as choice of business organization, executive compensation, and property transactions. This course is intended for students in the M.B.A. Program and restricted to those who have not had undergraduate or graduate credit for Acct. 548A or its equivalent. (M.S.A. students may not take this course.)

Prerequisite: Completion of Phase I or equiv.

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 are 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.

NOTE: The letter "T" denotes taxation courses.
586—FINANCIAL MANAGEMENT AND CONTROL. Recent years have seen remarkable expansion of the Financial executive's role in almost all organizations. No longer is this person's job essentially that of a chief accountant. Today the chief Financial executive is deeply involved in the strategic aspects of management and is constantly called upon for data, analysis, and advice by all levels of management. This course is therefore designed to assist students in understanding and preparing for this role as well as the roles of the treasurer and controller.

Prerequisite: Completion of Phase I or equiv.

590T—TAXATION AND NATURAL RESOURCE DEVELOPMENT. Tax problems presented in such areas as common mineral conveyances and transactions, the production of oil and gas including the treatment of exploration and development expenditures. Depletion allowance and sales versus leasing transactions are explored for their tax consequences. (Sixteen week semester — 4.5 quarter credit hours.)

Prerequisite: Completion of Phase I, Acct. 548A and Acct. 558T or equiv.

591T—TAX EXEMPT ORGANIZATIONS. Tax treatment of public charities and private foundations. The way exempt status is secured and retained, qualified exemptions, unrelated business income, the loss of exemption, prohibited transactions, deductibility of contributions and required reporting and auditing.

Prerequisite: Completion of Phase I, Acct. 548A and Acct. 558T or equiv.

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 in Taxation Degree.

Prerequisite: Permission.

599—GRADUATE SEMINAR IN ACCOUNTANCY. Required of M.B.A. Accountancy majors, attention is directed to current problems in accounting theory and practice. The general focus of the seminar, i.e., financial, managerial, or other fields in accounting, may differ from term to term. 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.

NOTE: The letter "T" denotes taxation courses.
610—ACCOUNTING INFORMATION SYSTEMS. Accountants must be able to use accounting information systems in their daily activities. They must also understand how these systems are designed, implemented and operated in order to participate in their design and to audit systems once they are in operation. This course is designed to provide the necessary background for accountants to understand and interface with various types of accounting information systems. Topics to be discussed include internal control, systems concepts and techniques, data processing concepts, and accounting procedures and controls. Emphasis will be placed on the study and understanding of typical accounting information systems rather than on the design of new systems. (Enrollment is limited to students in the M.Acc. program.)

Prerequisite: Acct. 130 or equiv.

620—ADVANCED AUDITING THEORY. Advanced study of auditing especially as it relates to the audit of computer-based systems and the application of statistical methods in auditing. Coverage in the concepts and literature will include the study and evaluation of internal control in computer-based systems, the application of statistical methods to tests of compliance and substantive tests, and the use of computerized software packages in the audit process. An intensive review of current authoritative literature in auditing is also provided. (Enrollment is limited to students in the M.Acc. program.)

Prerequisite: Acct. 372 or 547A.

630—BUDGETING, FINANCIAL PLANNING AND CONTROL. The focus of this course is on the accountant's role as chief financial officer or controller of a business enterprise and the use of accounting information in the top management of a business organization. Emphasis is placed on the development of company policies and objectives and the role that budgeting and other types of financial analysis play in the long range and short range planning. Forecasting techniques and procedures, probability concepts, cost and financial analysis, and planning-programming-budgeting (PPB) are used to develop a comprehensive financial plan. (Enrollment is limited to students in the M.Acc. program.)

Prerequisite: Acct. 303 or 544A.

640—ACCOUNTING THEORY AND POLICY FORMULATION. A study of the process by which accounting policies are formulated. The students are asked to make critical evaluations of basic issues such as income determination and current issues such as FASB agenda items in light of their theoretical, empirical, practical political aspects. The student is expected to demonstrate an ability to use the accounting research literature. (Enrollment is limited to students in the M.Acc. program.)

Prerequisite: Acct. 399 or equiv and fifth year student.

650—COMMUNICATION IN AN ACCOUNTING ENVIRONMENT. This course focuses on the impact of oral and written communication on the job of the accountant. Cases from public and private accounting practice form the basis for a step by step approach to the identification and understanding of the communication aspects of the accountant's management responsibilities. (Enrollment is limited to students in the M.Acc. program.)

652—MANAGEMENT IN AN ACCOUNTING ENVIRONMENT. This course focuses on the development of executive skills considered necessary for the successful transfer of technical accounting knowledge into practice. Cases from public and private accounting will be used to raise levels of awareness and understanding of management and interpersonal situations facing the accountant. (Enrollment is limited to students in the M.Acc. program.)

Prerequisite: Acct. 650.

690—GRADUATE INTERNSHIP. Technical knowledge acquired in the classroom is applied in an actual business environment through varied assignments under supervision in industry, government, or public accounting. (Enrollment is limited to students in the M.Acc. program.)
BUSINESS ECONOMICS

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. There are well over 15,000 economists in the United States. Somewhat less than half are employed by academic institutions, about 20% by government and not-for-profit institutions, while the rest, some 5,000, are economists in business firms and trade associations. 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.

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 industrial, commercial, and financial organizations and is responsible for such a broad spectrum of problems that his activities cannot be described here in any specific way. Faculty advisors can provide information on duties performed and the relevant courses within the constraints of the M.B.A. curriculum.

Minimum requirements for the M.B.A. with a concentration in BUSINESS ECONOMICS are: Completion of four 500 level Economics courses to be approved by the Chairman of the Department. GSB 520 is highly recommended as an elective.

A student concentrating in BUSINESS ECONOMICS may orient his or her program toward business in general or toward a role as a business manager:

General Business Economics

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; for example, Labor Force Analysis and Labor-Market Theory. In order to establish a sound foundation upon which to build either an area of interest or
exploration, Economics 505 and 506 are recommended. This solid background in
theory is essential to the modern executive who has become 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 program.

Managerial Economics

An M.B.A. student may wish to specialize in managerial economics, that is, the application of economic theory and methodology to business administration practice. The graduate would, hopefully, be better educated to use the tools and techniques of economic analysis to understand and solve business problems. Four of the following eight courses are recommended for a career orientation in managerial economics: Economics 509 — Business Conditions Analysis, Economics 511 — Business and Economic Forecasting, Economics 512 — Applied Time Series and Forecasting, Economics 514 — Industrial Organization and Prices, Economics 515 — Business and Public Policy, Economics 516 — Economics of Taxation, Economics 518 — Labor Force Analysis and Labor-Market Theory, and Economics 557 — Topics in Theory of International Trade.

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

Prerequisite: Completion of Phase I or equiv.

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.

507—MACROECONOMIC MODELS. This course will develop and evaluate several fiscal and monetarist models that predict GNP, prices, unemployment, and other macro indicators. Examples of the models that may be examined are the St. Louis, Wharton, and FRB-MIT-Penn (FMP) models.

Prerequisite: Econ. 375 or GSB 520.

509—BUSINESS CONDITIONS ANALYSIS. Uses by business of GNP and other national income accounts; explanation and uses by business of the major macroeconomic models such as the Wharton; the significance of social capital rates to private business; the use of time series in business planning; the composition and use of price indexes; and income policy proposals.

Prerequisite: Completion of Phase I or equiv.

510—MANAGERIAL MICROECONOMICS. 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.

511—BUSINESS AND ECONOMIC FORECASTING. This course will be primarily concerned with macroeconomics 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.
512—APPLIED TIME SERIES AND FORECASTING. Theory and computer implementation of the Box-Jenkins Techniques with emphasis on forecasting and business and industrial activity.

Prerequisite: Completion of Phase I or equiv.

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.

515—BUSINESS AND PUBLIC POLICY. A critical examination of the modern business economy in terms of the public purposes of the American people leading to consideration and development of major issues of public policy.

Prerequisite: Completion of Phase I or equiv.

516—ECONOMICS OF TAXATION. The economic effects of taxation and the objectives of taxation which include the collection of revenue for public sector projects, macro-economic stabilization and growth, and the attainment of social goals. Taxation is viewed as a pervading market distortion with corresponding effect on prices and resource allocation. The course also addresses the issue of the optimal tax system in light of the diverse goals of taxation.

Prerequisite: Phase I or equiv.

518—LABOR FORCE ANALYSIS AND LABOR-MARKET THEORY. A study of the American labor force: measurement, characteristics, and behavior under changing income, employment, and technology. An examination of recent labor market developments provides the basis for a critical analysis and appraisal of contemporary wage theory.

Prerequisite: Completion of Phase I or equiv.

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.

539—COMPARATIVE 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 I or equiv.

550—REGIONAL AND URBAN ECONOMICS. An analysis and evaluation of the following methods of regional science: economic base studies; regional multipliers; input-output analysis; industrial location measures; shift and share analysis; and gravity migration models. 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 I or equiv.

551—HEALTH ECONOMICS. An introductory economic analysis of the health industry in which the structure of the demand for, and supply of, medical services will be surveyed in relation to theories of cost inflation. Recent proposals for cost control and regulation will be emphasized.

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

560—DEVELOPMENT OF THE AMERICAN ECONOMY. This course describes the economic development of the United States by tracing the effects of the significant innovations. Consideration is divided among the various American metropolitan economies.  
Prerequisite: Completion of Phase I or equiv.

561—ECONOMICS OF UNDERDEVELOPED COUNTRIES. An introduction to the analytic skills of the economist applied to the special problems of underdeveloped countries. The view that development requires authoritarian control by the state is contrasted with the position that it may be accomplished by private economic decision-making.  
Prerequisite: Completion of Phase I or equiv.

576—ECONOMETRIC METHODS. The existence of various fundamental problems in the application of statistical procedures to econometric estimation will be studied: multicollinearity, identification, serial correlation, and non-homogeneity of error variance. In addition, more sophisticated estimation techniques will be studied, e.g., reduced form and multiple-stage regression techniques. (Formerly Econ. 376.)  
Prerequisite: Completion of Phase I or equiv. and Econ. 375 or GSB 520 or equiv.

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: Completion of Phase I or equiv.

581—MATHEMATICS FOR ECONOMICS AND BUSINESS II. This course is a continuation of Economics 380. Areas of concentration will include: a survey of the relevant concepts of both differential and integral calculus, differential equations, difference equations, and the mathematics of statistical inference.  
Prerequisite: Completion of Phase I or equiv. and Econ. 380

598—SEMINAR IN ECONOMICS. This course seeks to integrate and unify economic theory and history and empirical economics. The logical structure of economic theory, the interpretation, and the testing are emphasized. Students are expected to read, analyze, and discuss articles and books throughout the course.  
Prerequisite: Completion of Phase I or equiv.

QUANTITATIVE METHODS

The M.B.A. graduate program with a concentration in Quantitative Methods offers the student an opportunity to develop and apply quantitative techniques to the different functional areas of business. This is an interdisciplinary program with the quantitative courses offered and taught by the faculty in the Departments of Economics, Management, and Mathematics. Within the Quantitative Methods concentration, students may wish to emphasize one or any combination of the following areas: Applied Statistics, Management Science, or Quantitative Economics. Further details of the program may be obtained from the Department of Economics.

Students joining this program are required to have completed statistics, also a two-course sequence in Calculus and a course in Linear Algebra. In addition to completing courses in the functional areas of business (from the GSB 511-516 series), students concentrating in Quantitative Methods must take three required courses, three courses in the area of concentration, and additional electives to meet the minimum requirements. (The particular courses designated from the GSB 511-516 series and the number and nature of electives required will be indicated on the program evaluation sheet provided by the G.S.B. Office, based on the student's previous course work.) The Coordinator for this program is Dr. Bala Batavia.
REQUIRED COURSES

**GSB 520—ANALYTIC 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 their equiv.*

**ECONOMICS 576—ECONOMETRIC METHODS.** The existence of various fundamental problems in the application of statistical procedures to econometric estimation will be studied: multicollinearity, identification, serial correlation, and nonhomogeneity of error variance. In addition, more sophisticated estimation techniques will be studied, e.g., reduced form and multiple-stage regression techniques.  
(Formerly Econ. 376)  
*Prerequisite: Completion of Phase I or equiv. and Econ. 375 or GSB 520 or equiv.*

**MANAGEMENT 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.*

**AREA OF CONCENTRATION**

Students must choose three of the following courses with the approval of the Coordinator of the program.

**A. ECONOMICS**

**Eco. 505—ADVANCED PRICE AND DISTRIBUTION THEORY.** An advanced course in microeconomic theory. Extensive reading in the field is required and recent developments are examined. Emphasis is on those modern contributions which have made economic theory more realistic and applicable to the world of business.  
*Prerequisite: Completion of Phase I, GSB 512 or equiv.*

**Eco. 507—MACROECONOMIC MODELS.** This course will develop and evaluate several fiscal and monetarist models that predict GNP, prices, unemployment, and other macro indicators. Examples of the models that may be examined are the St. Louis, Wharton, and FRB-MIT-Penn (FMP) models.  
*Prerequisite: Econ. 375.*

**Eco. 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, GSB 512 or equiv.*

**Eco. 512—APPLIED TIME SERIES AND FORECASTING.** Theory and computer implementation of the Box-Jenkins Techniques with emphasis on forecasting business and industrial activity.  
*Prerequisite: Completion of Phase I or equiv.*

**Eco. 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 or GSB 512 and Econ. 380 or equiv.*

**B. MANAGEMENT**

**Mgt. 510—ADVANCED PRODUCTION MANAGEMENT AND OPERATIONS RESEARCH.**  
An advanced treatment of production management activity, incorporating an intensive consideration of recent developments in management's 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.*
Mgt 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.

Mgt 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 equality control, scheduling models, inventory models, capital investment and replacement models, and renewal theory.

Prerequisite: Completion of Phase I or equiv.

Mgt 587—OPERATIONS RESEARCH FOR HEALTH CARE SYSTEMS. An exploration of certain mathematical and statistical models relating to health facilities and services which pertain to the solution of health care problems in human populations. Standard topics represented are: allocation models, queuing theory, dynamic programming, forecasting, simulation, PERT, and inventory models. Prerequisite: Mgt 517 or permission of instructor.

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

Prerequisite: Permission.

C. MATHEMATICS

Mat 488—OPERATIONS RESEARCH II: OPTIMIZATION THEORY. Integer programming, nonlinear programming, dynamic programming, queuing theory, and game theory. (Cross-listed with Computer Science 488.)

Prerequisite: Math/CSC 487.

Mat 549—APPLIED STATISTICAL METHODS IN THEORY II. A continuation of GSB 520. Emphasis is given to statistical methods of inference. Topics to be covered are sample survey methods, cross-classifications. Chi-square tests, ANOVA and some experimental designs, simple and multiple regression, non-parametric inference, and time series.

Prerequisite: Math 548 or GSB 520.

Mat 626—SAMPLE SURVEY METHODS. Sampling from finite populations, multi-stage sampling, stratification and clustering: sampling and non-sampling errors, design of sample surveys.

Prerequisite: Math 242 or an introductory statistics course.

Mat 628—DESIGN OF EXPERIMENTS. Analysis of variance in experiments involving randomized designs, block designs; Latin square and factorial designs.

Prerequisite: Math 327 or Math 627.

Two or more additional electives to meet the thirteen-course minimum requirement. Two of these Phase II electives are to be taken outside the area of concentration. (More than two electives outside the area of concentration would be required if the student is waived from one or more of the usual four courses in the GSB 501-516 series as directed by the GSB Office.)

REQUIREMENTS FOR AN M.B.A. WITH A CONCENTRATION IN QUANTITATIVE METHODS

1) The minimum number of courses to be taken is thirteen and the maximum number of courses including those in Phase I is twenty-one. (This assumes that the student has already completed all necessary prerequisites, thereby waiving GSB 501 and GSB 502.)

2) Completion of the Common Body of Knowledge. This may be accomplished through courses in the Graduate School of Business or previous academic work.

3) Completion of a two-course sequence in Calculus and a course in Linear Algebra and a course in Statistics, as prerequisites. Other prerequisites may be necessary for certain choices of courses within the concentration. Prerequisites do not count toward the minimum requirements.

4) Completion of a minimum of twelve courses in Phase II as outlined above.
FINANCE
DEPARTMENT

Thomas J. Kewley
Department Chairman

FINANCE

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

Minimum requirements for a Finance concentration are: Completion of four 500 level Finance courses, approved by a Faculty Advisor.

Career orientations in Finance include: Corporate Management, Banking and Financial Institutions, Real Estate, Insurance and Government. The Finance Department offers a variety of courses which enable the student to develop a flexible program in the many facets of finance or to concentrate more specifically in special areas. The following suggestions for a specific career orientation should prove helpful in program planning and course selections. However, in each case the student should check course selections against his or her official program evaluation to ensure that all requirements for his or her program will be met.

Corporate Finance: Students with a desire to develop their theoretical foundation and analytical capabilities for an expected career in corporate financial management should take Finance 551 and 553. They might also consider a tax course such as Accounting 584 (which would be an elective) and a financial statement course such as Finance 523.

Securities Management: Students attracted to a possible career in the investment field should take Finance 523 and 525 and might also consider Finance 530.

Financial Institutions: Students who wish to have a strong monetary foundation as a basis for career development in banking and other financial institutions or in government should take Finance 510, 511, 512 and 557 and should also consider Finance 531 and 507 if they have room in their programs for additional electives beyond those which have to be outside their area of concentration.

Real Estate: An orientation in Real Estate provides an opportunity to study real estate investment and urban development from both the public and private enterprise perspectives. Students should complete Finance 530—Real Estate Investment I: Analysis, and Finance 531—Real Estate Finance and select additional finance courses and electives from among following: Finance 532—Real Estate and the Public Sector, Finance 533—Property Valuation, and Finance 535—Real Estate Investment II: Strategy. Also to be considered are Accounting 564T—Transactions in Property, and Economics 550—Regional and Urban Economics if there is room for electives in the interested student's program.
Risk Management: Students considering a career which will include evaluation and management of financial risks faced by individuals and companies should include Finance 561 and Finance 562 in their program of courses.

International Finance: See International Business concentration.

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

Prerequisite: Completion of Phase 1 or equiv.

510—ADVANCED MONETARY THEORY AND POLICY: This course is designed to provide the analytical tools for a critical examination of monetary and fiscal policies together with their impact on economic activity in general, and on 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 1 or equiv.

511—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: Fin. 510 or equiv.

512—COMMERCIAL BANKING. The purpose of the course is to analyze the role of commercial banks in the financial system. The present structure of banking will be studied with particular emphasis on the relationship between commercial banking practices and social stabilization goals. Issues in bank asset management, liability management and capital adequacy will be presented. Finally, new dimensions in banking will be considered.

Prerequisite: Completion of Phase 1 or equiv.

523—INVESTMENT ANALYSIS. This course presents a critical study of the techniques of financial statement analysis and security valuation analysis. Investment analysis is considered an integral part of the economic and finance decision.

Prerequisite: Completion of Phase 1 or equiv.

525—PORTFOLIO MANAGEMENT. (Formerly Finance 520.) Analysis of contemporary theories and techniques available to achieve superior selection and management of securities portfolios. Review and evaluation of significant literature. Emphasizes the role of the modern portfolio manager in achieving diversification and in meeting the goals of the investor.

Prerequisite: Fin. 523 or equiv.

530—REAL ESTATE INVESTMENT I: ANALYSIS. Analysis of real estate investment opportunities and the characteristics that distinguish them from other assets. Emphasis is upon forecasting cash flows and estimating risk. Case analysis is an integral part of the course technique.

Prerequisite: Completion of Phase 1 or equiv.


Prerequisite: Completion of Phase 1 or equiv.
532—REAL ESTATE AND THE PUBLIC SECTOR. An intensive study of the institutional setting in which real estate investment, development and financial decisions are made. Provides knowledge needed for successful interface with federal, state and local land-use control laws and regulatory bodies. Topics include civil rights issues, regulation of interstate land sales, zoning and building codes, environmental protection, and the increasing incidence of no-growth sentiment within communities.

Prerequisite: Completion of Phase I or equiv.

533—PROPERTY VALUATION. Critical analysis of the appraisal process and its theoretical foundation. Analysis of techniques of valuation of investment and income-producing properties. Exploration of both basic and innovative approaches to value analysis.

Prerequisite: Completion of Phase I or equiv.

536—REAL ESTATE INVESTMENT II: STRATEGY. Analysis of alternative strategies available to real estate investors, and the implication for investment outcomes. Emphasizes after-tax cash flow consequences of investment decisions.

Prerequisite: Finance 530 or equiv.

551—PROBLEMS IN CORPORATE FINANCIAL POLICY. Theoretical and practical tools in financial decision making are discussed using cases to reinforce the student's understanding. The major areas of concern are investment analysis as it relates to the risk and timing of cash flows, capital structure, and dividend policy.

Prerequisite: Completion of Phase I and GSB 516 or equiv.

553—SPECIAL TOPICS IN CORPORATE FINANCE. The analytical methods and quantitative decision models applicable to special areas of corporate finance are examined and studied in this course. These topic areas include current asset management, convertible bonds, warrants, lease financing, mergers and consolidations.

Prerequisite: Completion of Phase I and GSB 516 or equiv.

557—PROBLEMS IN INTERNATIONAL FINANCE. Analysis of spot and forward foreign-exchange markets, Eurodollar market, adjustment mechanism under fixed and floating exchange rates, policy mixes for external and internal balance, and the international monetary system.

Prerequisite: Completion of Phase I or equiv.

561—LIFE AND HEALTH INSURANCE AND EMPLOYEE BENEFITS. This course offers an examination of the contracts used to provide recovery for loss of human life values. It includes a detailed analysis of premiums, reserves and benefits provided by life, health, disability income and annuity contracts. In particular, employee benefits and business applications are examined.

Prerequisite: Completion of Phase I or equiv.

562—PROPERTY AND LIABILITY INSURANCE AND PURE RISK MANAGEMENT. This course is designed to acquaint the student with the nature and objectives of property and liability risk management. Primary consideration is given to the recognition, evaluation and treatment of property and liability risks to which an individual or company is exposed.

Prerequisite: Completion of Phase I or equiv.

597—RESEARCH SEMINAR IN FINANCE. The objectives of this seminar will be to review authoritative current contributions in the finance field, identify and evaluate data sources and pursue an original investigation on a topic approved by the seminar professor. Students shall be near the end of the M.B.A. Program before enrolling in this course.

Prerequisite: Two or more 500 level Finance courses.
599—GRADUATE SEMINAR IN INTERNATIONAL BUSINESS. Students will be required to review authoritative current contributions in the field and pursue an original investigation on some aspect of international business approved by the seminar professor.

Prerequisite: Completion of Phase I or equiv.

599—SPECIAL TOPICS SEMINAR IN FINANCE. This course has a flexible format and specific content is at the discretion of the professor. Advance notice of topics and content will be given with registration materials.

Prerequisite: Completion of Phase I or equiv.

INTERNATIONAL BUSINESS

The graduate program in International Business offers students the opportunity to study the multinational aspects of accounting, economics, finance, management and marketing. The Coordinator of this program is Dr. Thomas J. Kewley.

Students will be expected to complete four of the following courses:

ACCOUNTANCY

Acc. 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.

ECONOMICS

Eco. 557—TOPIC 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 I or equiv.

FINANCE

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

Prerequisite: Completion of Phase I or equiv.

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

Prerequisite: Completion of Phase I or equiv.
MANAGEMENT

Mgt. 557—INTERNATIONAL MANAGEMENT. The main objective of this course is to explain the behavior of the international company in its world-wide environment and analyze the functions of the decision maker in such a company. The central focus is on the identification and the analysis of management problems stemming from the movement of goods, human resources, technology or finance across national boundaries.

Prerequisite: Graduate Standing.

MARKETING

Mkt. 567—INTERNATIONAL MARKETING. The differences between markets and distribution systems in various countries are explored. By emphasizing the social and economic factors causing these differences a sound understanding of and empathy with different international marketing problems are developed. Analyses are made of the organization of trade channels in various cultures, of typical government policies towards international trade in countries at different stages of development, and of international marketing research, advertising, and exporting.

Prerequisite: Completion of Phase I.

Mkt. 568—CASES IN INTERNATIONAL MARKETING. Cases will be used to demonstrate the factors which determine the success or failure of international business programs. The problems of the multinational corporations will be analyzed and the alternative strategies evaluated.

Prerequisite: Marketing 567 or Management 557.
HUMAN RESOURCES MANAGEMENT

Among the major functional areas of business and industry, that of human resources 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 human resources management 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 nonmaterial values which pervade the employer-employee relationship.

Minimum requirements for a Human Resources Management concentration are:
Completion of Management 520, 553, 599 and one 500 level Management course dealing with human resources, approved by the Chairman of the Department.

OPERATIONS MANAGEMENT

The fundamental purpose of operations management among the categories of economic activity is the enhancement of use values in a material sense. The graduate program in operations 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 operations area with related functions, and c) an appreciation of the nonmaterial values which pervade human, social and economic relationships.

Minimum requirements for an Operations Management concentration are: Completion of Management 510, 553, 599 and one 500 level Management course dealing with operations, approved by the Chairman of the Department.

SYSTEMS

The systems approach involves the application of trained and organized common sense to the development of 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.

**Minimum requirements for a Systems concentration are:** Completion of Management 579 and three Systems courses approved by the Coordinator of the Systems Program. The courses are to be selected from Mgmt. 572, 573, 574, 575, 576, 577 and 578. Note the Mgmt. 572, 575, 578 and 579 are also cross-listed as Accountancy courses. An interview with the Coordinator, Dr. Milton D. Shulman, is required prior to registering for any course in Systems.

**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.

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

**Prerequisite:** Completion of Phase I or equiv.

**513—HUMAN RELATIONS AND ADMINISTRATIVE BEHAVIOR.** Industrialization is accompanied by two dominant classes or 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.

**517—MANAGEMENT OF HEALTH CARE ORGANIZATIONS.** Managerial problems of policy formulation, program and organizational design, daily operation and program evaluation in various types of health care organizations. The effect on management of the environment created by government regulation, social climate and technological change and of inflation in the cost of services.

**Prerequisite:** Management 537 or permission of instructor.

**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 or equiv.

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

**Prerequisite:** Must be within 12 hrs. of graduation and permission.
525—TRAINING AND MANAGEMENT DEVELOPMENT. An intensive study of personnel training and management development in contemporary organizations. Emphasis is placed upon the identification of training needs, program design, choice of training methods, and evaluation of results. Non-traditional approaches include organizational development programs and newer methods of behavior modification. Attention is given to special programs for the disadvantaged and hard-core unemployed, requirements of affirmative action programs and human resource accounting.

Prerequisite: Management 520.

526—COMPENSATION MANAGEMENT. The major objective of this course is to provide an in-depth understanding of the theory and practice of compensation management. The focus of the course will be on those theories and practices that will enable the line manager to communicate corporate compensation policies to his subordinates. Minor attention will also be given to those aspects of compensation policies useful to the personnel department staff member. Internal and external factors that influence the kind of compensation system in the organization will also be covered.

Prerequisite: Completion of Phase I or equiv.

527—HUMAN RESOURCES FOR HEALTH CARE ORGANIZATIONS. The development of policies for selection, training compensation and career planning for health care personnel. Labor relations in health care organizations. Problems of licensing and certification and their relationship to career mobility.

Prerequisite: Completion of Mgt. 517 or permission of instructor.

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 or equiv.

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.

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: Completion of Phase I or equiv.

547—AREAWIDE PLANNING FOR HEALTH CARE SYSTEMS. Lecture and laboratory exercise. Lecture topics will establish the basis of the need for total health care delivery system planning, describe the areawide health system planning process and its evolution, and analyze the factors that influence such planning. For the laboratory exercise students will work in groups to develop a plan for one or more facilities based on the requirements of the National Health Resources Planning and Development Act of 1974. Weekly oral progress reports will be made and discussed in class.

Prerequisite: Mgmt. 537, or permission of instructor.
548—SOCIAL DIMENSIONS OF HEALTH CARE MANAGEMENT I. Theory and empirical evidence relating to the influence of patient behavior, professional behavior and organizational structure on the operation of health care services. Unique requirements created by these factors for the management of various types of health care organizations having different goals and operating in different settings.

Prerequisite: Completion of Phase I or permission of instructor.

549—SOCIAL DIMENSIONS OF HEALTH CARE MANAGEMENT II. Social factors influencing access to health care and the utilization of different types of preventive and therapeutic services. The effect of these factors and of the consumer movement on the need for changes in the structure and operation of the health care system.

Prerequisite: Completion of Mgt. 548 or Soc. 431.

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 or equiv.

557—INTERNATIONAL MANAGEMENT. The main objective of this course is to explain the behavior of the international company in its world-wide environment and analyze the functions of the decision maker in such a company. The central focus is on the identification and the analysis of management problems stemming from the movement of goods, human resources, technology or finance across national boundaries.

Prerequisite: Completion of Phase I or equiv.

558—AREA STUDIES IN INTERNATIONAL MANAGEMENT. In-depth analysis of the economic and cultural aspects of doing business in a particular region, e.g. Western Europe, Middle East, Japan, etc. The course focuses on the region’s business relations with the United States, its trade and management practices, and the successful conduct of business negotiations. The area under consideration will vary from quarter to quarter in order to cover regions of particular interest to our students and the business community of Chicago.

Prerequisite: Permission of instructor.

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.

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 or permission of instructor.

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: Management 561 or permission of instructor.
572—DATA PROCESSING TOPICS. Going beyond the basic data processing hardware and software considerations, this course will consider such topics as operating systems, multiprogramming and related topics; new input-output and storage techniques; data communications, and teleprocessing systems; auditing and control of data processing systems; management information systems; privacy and security; and other selected topics. (Cross-listed with Acct. 572.)

Prerequisite: GSB 500 or permission.

573—DATA BASE SYSTEMS. This course will provide a general understanding of integrated data bases, organization and architecture of data base systems and storage structures. Emphasis will be placed upon the justification of a data base effort, selection of an appropriate system, planning for implementation and evaluation of effectiveness.

Prerequisite: Mgmt./Acct. 572 and Mgmt. 576 or equiv. and permission.

574—BUSINESS SYSTEMS ANALYSIS AND DESIGN. This course will include basic techniques such as organizing and controlling the systems study, fact gathering, fact recording, fact analysis, forms and records management, work measurement and standards, feasibility studies, determining systems requirements, system design, preparation and presentation of reports, documentation and other topics. Practical exercises and case studies will give the students an opportunity to apply these techniques to realistic problems.

Prerequisite: Completion of Phase I or equiv. or permission.

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 the like. (Cross-listed with Acct. 575.)

Prerequisite: GSB 500 and Mgmt. 574 or equiv. or permission.

576—INFORMATION FOR MANAGEMENT DECISION-MAKING. Information, to be useful, must be timely, relevant, accurate and delivered at reasonable cost. All too often, management is required to extract pertinent information from masses of raw data. This course will establish a framework to enable the student to determine information needs of management and how to satisfy them. Topics to be considered will include the nature and characteristics of information, what management needs to know, levels of information, sources of information and effective organization of data and information.

Prerequisite: Management 574 or equiv.

577—PROJECT MANAGEMENT. Projects are often late, over-budget, technically inoperable, operationally infeasible, and in some cases never finished. One of the roots of this problem has been the lack of experienced management. What is needed are appropriate managerial procedures of planning, scheduling and control that are responsive to the needs of the environment. This course will define the essential components of good project management. Although the emphasis will be on management of systems and data processing projects, the concepts and techniques presented will be general enough to be of value to those involved with the design and implementation of any project.

Prerequisite: Management 574 or equivalent or permission.

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. (Cross-listed with Acct. 578.)

Prerequisite: GSB 500 and Mgmt. 574 or equivalent or permission.
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. Readings, classroom discussion and group participation will be required of all students. The student will be required to work on a major systems related project which will be presented and evaluated in group sessions. This project normally requires more than one quarter to complete. (Cross-listed with Acct. 579.) Prerequisite: Permission.

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.

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.

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.

587—OPERATIONS RESEARCH FOR HEALTH CARE SYSTEMS. Applications of mathematical and statistical models in patient classification, nurse staffing, blood banking, nutrition planning, emergency services and other aspects of the design and operation of individual health care organizations and networks of organizations. Prerequisite: Mgt. 517 or permission of instructor.

590—INNOVATION AND TECHNOLOGICAL CHANGE. Introduction and overview of the causes, impacts, and management of innovation and technological change. Various units of analysis include the individual and change, the organization and management of innovation, and industries, or economic sectors of nations. Emphasis is placed on both the basic definitions and concepts as well as review of the state-of-the-art of innovation research. Research and development, adoption, and diffusion research are covered. Policy implications for the management of innovation in organizations and for national technology policy are also included. Prerequisite: Completion of Phase I or equiv.

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

599—GRADUATE SEMINAR. Required of all graduate students majoring in human resources management or operations management. 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. An option is available to conduct empirical research. This latter research normally takes more than one quarter. Prerequisite: Permission of instructor.
MARKETING DEPARTMENT

J. Steven Kelly
Department Chairman

The ultimate goal of an organization is to satisfy the needs and wants of customers through an exchange process beneficial to both parties. Such endeavor requires the sensing of needs using research and analysis of markets and human behavior, and the development of products and services that satisfy these needs. The purposes of the graduate program in Marketing are: (1) to provide students with the knowledge and skills to identify and develop programs and products that meet consumer needs; (2) to prepare students for assuming and successfully discharging managerial responsibilities in Marketing or Marketing related positions within a firm.

In large organizations marketing graduates are likely to settle in positions such as brand manager, new product manager, sales promotion or advertising manager, merchandiser, buyer, market or advertising research analyst, or corporate planner. Smaller companies are likely to assign more than one of the above functions to persons possessing planning and analytical skills. It is not unusual, however, to find marketing graduates who head their own successful business. For example, recent graduates of DePaul's MBA Program in Marketing are now working as:

- Assistant Director of Research for a chemical products firm
- Director Marketing Research with a major retailer
- President and owner of a music wholesaling distribution firm
- Research analyst for an advertising agency
- Product manager for an industrial products firm
- Independent Marketing Consultant

Minimum requirements for the Marketing concentration in the M.B.A. program are: (1) Successful completion of Marketing 526: Marketing Research I. Students should satisfy this requirement as soon as possible in Phase II of their program. (2) Three additional 500 level Marketing courses approved by the Marketing Department Chairman.

The Marketing Department offers a variety of courses designed to develop and sharpen student skills in the analysis, planning, and control of marketing problems. If a student has developed a career orientation, certain courses may enhance that career plan. For example:

* * * * *

The student with developed literary and creative skills may be interested in a career in PROMOTION. If a student is intent on becoming a professional in a promotion related area, then:
Marketing courses recommended in addition to Marketing 525:

Mkt. 545  Consumer Behavior  
Mkt. 575  Marketing Promotion  
Mkt. 576  Promotional Management  

Electives selected from:

Mgt. 531  Communications for Managers  
Mgt. 503  Executive Decision Making  
Fin. 551  Problems in Corporate Financial Policy  

* * * * *

The student who has a strong analytical bent and whose strengths are logic, writing, and verbal skills, may wish to make MARKETING RESEARCH a career.

Marketing courses recommended in addition to Marketing 525:

Mkt. 526  Marketing Research II  
Mkt. 527  Marketing Models  
Mkt. 545  Consumer Behavior  

Elective courses selected from:

GSB 520  Analytical Methods  
Mgt. 572  Advanced Data Processing Topics  
Mgt. 573  Data Base Communication Systems  
Mgt. 574  Business System Analysis  
Mgt. 575  Advanced System Techniques  
Mgt. 576  Information for System Decision Making  
Mgl. 577  Project Management  
Mgl. 582  Quantitative Methods for Decision Making  

* * * * *

The student with a more general interest in Marketing, who is interested in the development of strategies entailed in planning, development, and introduction of products and services should emphasize MARKETING MANAGEMENT.

Marketing courses recommended in addition to Marketing 525:

Mkt. 535  Marketing Strategies and Planning  
Mkt. 536  Cases in Marketing Management  
Additional marketing course should be selected according to student interest.

Elective courses selected from:

Acc. 533  Profit Planning and Budgeting  
Acc. 503  Cost Control Techniques  
Acc. 586  Financial Management and Control  
Fin. 551  Problems in Corporate Finance  
Mgt. 531  Communication for Managers  
Mgt. 553  Advanced Organization Theory  
Mgt. 577  Project Management  

The student should not feel bound by these three topic areas. Marketing is a broad spectrum discipline that is constantly changing. This dynamism dictates flexible programming for the student. The student should consult with the Graduate Faculty of the Marketing Department before making a major program commitment.
The Marketing Department endeavors, but does not guarantee, to offer all courses at least once per year, Mkt. 525, 535, 545 every Quarter, and Mkt. 536, 550 twice a year.

525—MARKETING RESEARCH I. (Required) This course will overview the nature of marketing research and its areas of responsibility and role in decision making within the organization. Specifically the students will concentrate their efforts on understanding the process of research design and implementation.

Prerequisite: Completion of Phase I and GSB 515 or equiv.

526—MARKETING RESEARCH II. Those students interested in more extensive marketing research experience should enroll in this course. The student will begin with a data set and work closely with the instructor in performing data analysis and developing a format for presentation of results.

Prerequisite: Marketing 525 or equiv.

527—MARKETING MODELS. This course reviews the existing behavioral and quantitative marketing models focusing on specific marketing problems that lend themselves to analysis by a modeling approach. Strategies are formulated for handling such problems through a modeling approach.

Prerequisite: Mkt. 525, 545 or equiv. suggested.

535—MARKETING STRATEGIES AND PLANNING. The basic elements of planning including the identification of the company’s basic purpose and mission and their translation into specific objectives. Strategies to accomplish objectives are fuses from marketing, financial, and manufacturing elements but emphasizing marketing elements. This course focuses on the contribution of marketing to the establishment of company policies, objectives, and market planning.

Prerequisite: Completion of Phase I and GSB 515 or equiv.

536—CASES 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. Marketing 535 is an excellent, but not required, prelude to this course.

Prerequisite: Completion of Phase I, GSB 515 or equiv.

537—NEW PRODUCT 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 and GSB 515 or equiv.

538—CHANNELS OF DISTRIBUTION MANAGEMENT. Management problems for manufacturers and distributors in planning and controlling distribution of products and services are analyzed. Available distribution options are identified as well as the organization of factors which influence choice of distribution methods by the manufacturer or distributor.

Prerequisite: Completion of Phase I and GSB 515 or equiv.

540—SALES FORECASTING. Various quantitative and qualitative forecasting methods that are useful to marketing managers in estimating sales will be analyzed and evaluated. Forecasting methods such as moving averages, exponential smoothing methods, seasonal adjustment techniques, trend analysis, Delphi and S-curve methods will be discussed. Computer applications of these methods will be utilized along with case analysis.

Prerequisite: GSB 515 or equiv.

545—CONSUMER BEHAVIOR. A review of the various theories, models, and techniques that attempt to explain consumer behavior. The course consists of lecture-discussions of behavioral theories, the empirical findings of contemporary consumer research; and case studies designed to illustrate the salient issues involved in developing consumer oriented marketing strategies.

Prerequisite: Completion of Phase I and GSB 515 or equiv.
550—INDUSTRIAL MARKETING. By means of case analysis, various industrial markets are explored and the factors which must be considered in setting up marketing programs in them evaluated. The successes and failures of various campaigns in industrial markets are discussed as a basis for setting up the most appropriate marketing strategies. Strategies for industrial product introductions are emphasized. Prerequisite: Completion of Phase I and GSB 515 or equiv.

587—INTERNATIONAL MARKETING. The differences between markets and distribution systems in various countries are explored. By emphasizing the social and economic factors causing these differences a sound understanding of and empathy with different international marketing problems are developed. Analyses are made of the organization of trade channels in various cultures, of typical government policies towards international trade in countries at different stages of development, and of international marketing research, advertising, and exporting.
Prerequisite: Completion of Phase I and GSB 515 or equiv.

568—CASES IN INTERNATIONAL MARKETING. Cases will be used to demonstrate the factors which determine the success or failure of international business programs. The problems of the multinational corporations will be analyzed and the alternative strategies evaluated.
Prerequisite: Marketing 567 or Management 557.

571—MANAGEMENT OF THE SALES FORCE. Analysis of the managerial tasks of selecting, training, supervising, motivating, and compensating the sales force. In addition, the problems of designing sales territories, integrating personal selling into the marketing mix, structuring the sales force, and legal and social problems will be considered.
Prerequisite: GSB 515 or equiv.

575—MARKETING PROMOTION. A study of the theories and techniques applicable to the development of the promotional mix. Course consists of analysis of development of objectives, budgets, message and media design, and measuring the effectiveness of these for advertising, sales promotion, and personal sales.
Prerequisite: Completion of Phase I and GSB 515 or equiv.

576—PROMOTIONAL MANAGEMENT. Reviews the development of the promotional mix from the managerial viewpoint. Cases, readings, and empirical research are used to thoroughly explore complex promotional problems.
Prerequisite: Marketing 575.

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 and GSB 515 or equiv.

595—SOCIETAL CHANGE AND MARKETING. 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.

599—SPECIAL TOPICS IN MARKETING. This course has a flexible format and limited enrollment. 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. Normally the students should be near the end of their M.B.A. Program before enrolling in this course.
Prerequisite: Three or more 500 level Mkt. courses.
The Business Law Department offers the following graduate elective courses.

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.

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.

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 the 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.
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 and in cooperation with the School of Accountancy, develop the curricula for the Master of Accountancy, Master of Science in Accountancy and Master of Science in Taxation programs. There is an Associate Dean of these programs who in cooperation with the Director of the School of Accountancy acts for the graduate Dean to appoint supervisory committees, hear petitions, and to recommend candidates for degrees.

GENERAL ADMINISTRATION OF DePaul UNIVERSITY

REV. JOHN T. RICHARDSON, C.M. .................................................. President
VERY REV. JOHN R. CORTELYOU, C.M. ...................................... Chancellor
VERY REV. COMERFORD J. O' MALLEY, C.M. ............................ Chancellor Emeritus
PATRICIA A. EWERS .................................................. Vice-President and Dean of Faculties
VERY REV. EDWARD F. RILEY, C.M. .................................. Vice-President for Student Affairs
HERBERT E. NEWMAN .................................................. Vice-President for Development and Public Affairs
RALPH H. BEAUDOIN .................................................. Vice-President for Business Affairs
HOWARD A. SULKIN .................................................. Vice-President for Planning
REV. J. PATRICK MURPHY, C.M. ........................................... Treasurer-Secretary
REV. THOMAS M. CROAK, C.M. ............................................... Dean of Students
L. EDWARD ALLEMAND .................................................. Dean of Undergraduate Admissions, Assessment and Registration

ADMINISTRATION OF THE GRADUATE SCHOOL OF BUSINESS

JOHN P. MASTERSON .................................................. Dean, Graduate School
BRO. LEO V. RYAN, C.S.V. .................................................. Dean, College of Commerce
ROBERT D. O'KEEFE .................................................. Associate Dean for Graduate Programs
PHILIP R. KEMP .................................................. Assistant Director
JEANNE M. MALONEY .................................................. Executive Assistant to the Dean
THOMAS G. DOLAN .................................................. Administrative Assistant to the Dean
CHRISTINE A. MUNOZ .................................................. Administrative Assistant to the Dean


SCHOOL OF ACCOUNTANCY

BELVERD E. NEEDLES, JR. ............................................ Director, School of Accountancy and Coordinator of M.Acc. and M.S.A. Programs
ROBERT M. PETERS .................................................. Coordinator of Accountancy Concentration for M.B.A. Program,
EDWARD C. FOTH .................................................. Coordinator, M.S.T. Program
TIMOTHY J. LOCKYER .................................................. Administrative Assistant to the Director

DEPARTMENT CHAIRMEN

WILLIAM R. WATERS .................................................. Department of Economics
THOMAS J. KEWLEY .................................................. Department of Finance
F. JAMES STASZAK .................................................. Department of Management
J. STEVEN KELLY .................................................. Department of Marketing
ALEXANDER DEVIENCE (Acting) .......................................... Department of Business Law
FACULTY

MELVIN S. ADESS .............................................. Lecturer in Accountancy  
J.D., University of Chicago

JOHN T. AHERN ........................................... Associate Professor of Accountancy  
D.B.A. University of Kentucky; M.B.A., DePaul University; CPA (Illinois)

BRUCE ALLEN ............................................. Associate Professor of Marketing  
Ph.D., University of Cincinnati

ADNAN J. ALMANEY ................................. Professor of Management  
Ph.D., M.S., M.A., Indiana University

ABDUL J. ALWAN ........................................ Professor of Management  
Ph.D., University of Chicago; M.B.A., University of California at Los Angeles

JULIAN ANDORKA .......................... Associate Professor of Marketing  
Ph.D., St. Elizabeth University (Budapest)

EDMUND J. APECHEL ............................. Lecturer in Accountancy  
J.D., Loyola University; M.S.T., DePaul University; CPA (Illinois)

DAVID BANNER ..................................... Associate Professor of Management  
Ph.D., Northwestern University

RICHARD J. BANNON ......................... Adjunct Professor of Accountancy  
Ph.D., M.A., Catholic University of America; CPA (Maryland, Illinois)

ROGER BARAN ........................................... Associate Professor of Marketing  
Ph.D., M.B.A., University of Chicago

GEORGE BARRETT .................................. Associate Professor of Finance  
D.E.D., Texas A&M University

BALA BATAVIA .................................... Associate Professor of Economics  
Ph.D., M.S., North Carolina State University

MARC A. BENJAMIN ............................. Lecturer in Accountancy  
M.S.T., J.D., DePaul University, CPA (Illinois)

MARC H. BERGER ................................... Lecturer in Accountancy  
M.S.T., DePaul University, CPA (Illinois)

ROBERT BOEWADT .................................. Associate Professor of Marketing  
Ph.D., M.B.A., University of Michigan

BENEDICT BOMBERA ............................. Assistant Professor of Accountancy  
M.B.A., M.S., DePaul University

STEVE BOWEN ..................................... Lecturer in Accountancy  
J.D., University of Chicago

THOMAS R. BRETZ ............................. Adjunct Assistant Professor  
M.S.T., DePaul University, CPA (Illinois)

DONALD BUMPASS .................. Associate Professor of Economics  
Ph.D., Oklahoma State University

CAMERON CARLEY .......................... Associate Professor of Management  
Ph.D., University of Illinois; M.B.A., Northwestern University

ROBERT A. CENTER .......................... Lecturer in Accountancy  
M.B.A., University of Michigan; CPA (Illinois)

PETR G. CHADRABA .......................... Associate Professor of Marketing  
Ph.D., University of Nebraska; M.B.A., Northern Illinois University
JAMES E. CIECKA .................................. Associate Professor of Economics  
Ph.D., M.S., Purdue University

JAMES B. CLOONAN  ................................ Associate Professor of Marketing  
Ph.D., Northwestern University; M.B.A., University of Chicago

HELENA CZEPIEC .................................. Assistant Professor of Marketing  
Ph.D., Ohio State University

CLOVIS daSILVA .................................. Associate Professor of Accounting  
Ph.D., M.B.A., Georgia State University

RAYMOND DALEY  .................................. Adjunct Professor of Finance  
Ph.D., University of Lausanne

DEAN C. DAUW .................................. Associate Professor of Management  
Ph.D., University of Minnesota; M.A., St. Thomas College

ALEXANDER DEVIENCE .................................. Assistant Professor of Business Law  
J.D., Loyola University

JAMES J. DIAMOND .................................. Professor of Economics  
Ph.D., M.A., Northwestern University; M.B.A., DePaul University

FLOYD R. DILL .................................. Assistant Professor of Economics  
Ph.D., Cornell University

CHARLES F. DOUDS .................................. Associate Professor of Management  
Ph.D., Northwestern University; M.S., Pennsylvania State University

DAVID E. DREHMER .................................. Assistant Professor of Management  
Ph.D., M.S., Illinois Institute of Technology

JOHN A. DRISCOLL .................................. Instructor of Accounting  
M.B.A., DePaul University, CDP

DAVID P. DUFF .................................. Assistant Professor of Business Law  
M.S., Southern University; J.D., Washington University

R. DAN EDWARDS .................................. Assistant Professor of Accounting  
Ph.D., Southern Illinois University; M.A., University of Arkansas; M.B.A.,  
University of Chicago; CPA (Illinois)

KAREN EMIG .................................. Instructor of Management  
M.B.A., Harvard University

HOWARD S. ENGLE .................................. Adjunct Assistant Professor  
M.S.T., DePaul University; CPA (Illinois) of Accounting

JOHN E. ETTLIE .................................. Associate Professor of Management  
Ph.D., M.S., Northwestern University

ARTHUR EUBANK .................................. Professor of Finance  
Ph.D., Penn State University; M.B.A., University of Illinois

MICHAEL D. FARRELL .................................. Assistant Professor of Finance  
M.S., University of Illinois

ROBERT W. FAULHABER .................................. Professor of Economics  
Ph.D., University of Paris; M.A., University of Chicago

SALVATORE V. FERRERA .................................. Associate Professor of Economics  
Ph.D., University of Chicago
ROBERT L. FISCHER ........................................ Lecturer in Accountancy
J.D., DePaul University; CPA (Illinois)

EDWARD C. FOTH .................................... Associate Professor of Accountancy
Ph.D., Michigan State University; M.S., Northern Illinois University;
CPA (Illinois)

ELLIOTT T. FRIEDMAN .............................. Adjunct Associate Professor
J.D., Chicago-Kent College of Law; CPA (Illinois) of Accountancy

MARK L. FRIGO ................................ Assistant Professor of Accountancy
M.B.A., Northern Illinois University; CPA (Illinois); CMA

DAVID R. L. GABHART .......................... Associate Professor of Accountancy
Ph.D., Michigan State University; M.B.A., Wayne State University

SAMUEL GARBER ................................. Assistant Professor of Business Law
J.D., University of Illinois; M.B.A., University of Chicago

RICHARD GARRIGAN .............................. Associate Professor of Finance
Ph.D., M.S., University of Wisconsin-Madison; M.A., The Ohio University

MARCUS J. GERBER ............................... Adjunct Associate Professor
J.D., University of Illinois; CPA (Illinois) of Accountancy

ERROL G. GOLUB ................................. Adjunct Professor of Accountancy
LL.M., New York University; J.D., DePaul University; CPA (Illinois)

JOHN M. GOODE ................................. Assistant Professor of Accountancy
M.B.A., University of Chicago; CPA (Illinois); CMA

GAYLON E. GREER ................................. Professor of Finance
Ph.D., University of Colorado; M.A., University of Missouri

JACK H. GROSSMAN .............................. Associate Professor of Management
Ph.D., M.A., Loyola University

KENNETH GRUBICH ............................... Lecturer in Accountancy
M.S.T., DePaul University; CPA (Illinois)

LLOYD S. HALE ................................ Lecturer in Accountancy
M.B.A., University of Illinois; CPA (Illinois)

WILLIAM A. HAYES ............................... Professor of Economics
Ph.D., M.A., Catholic University of America

JOHN HEWITT .................................. Associate Professor of Marketing
Ph.D., University of Illinois

ROY E. HORTON .................................. Associate Professor of Management
Ph.D., M.S., Purdue University

JOHN L. HOUSTON .............................. Associate Professor of Finance
Ph.D., Northwestern University; M.B.A., Ohio State University

BRUCE HUEY .................................. Lecturer in Accountancy
M.S.T., DePaul University; CPA (Illinois)

DONALD F. ISTVAN ................................ Professor of Accountancy
D.B.A., M.B.A., Indiana University; CPA (Illinois)

GEORGE M. IWANAKA .......................... Associate Professor of Finance
Ph.D., University of Wisconsin; M.A., Ohio State University

D. RANDALL JENKINS .......................... Assistant Professor of Accountancy
M.Acc., University of Arizona

HOWARD KANTER .............................. Assistant Professor of Accountancy
M.S.A., Roosevelt University; CPA (Illinois); CDP
J. STEVEN KELLY ........................................ Associate Professor of Marketing
D.B.A., Kent State University; M.B.A., Ohio University

LEONORE K. KEN ........................................ Assistant Professor of Accountancy
Ph.D., M.A., Wayne State University; M.S.A., DePaul University

ROBERT KENOST ........................................ Lecturer in Accountancy
M.S.T., DePaul University; CPA (Illinois)

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

MICHAEL KLIMA ........................................ Assistant Professor of Economics
Ph.D., Washington State University

HELEN N. LAVAN ........................................ Associate Professor of Management
Ph.D., Loyola University; M.B.A., DePaul University

IRWIN P. LAZARUS .................................... Assistant Professor of Management
Ph.D., M.S., Purdue University

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

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

JOHN D. MARKES ...................................... Associate Professor of Finance
Ph.D., University of Illinois

WILLIAM F. MARUTZKY ............................. Assistant Professor of Accountancy
M.S., Northern Illinois University; J.D., Chicago-Kent College of Law;
LL.M., DePaul University; CPA (Illinois)

JOHN P. MASTERSON ................................. Professor of Management
Ph.D., University of Illinois; M.A., DePaul University

JOHN N. MATHYS ........................................ Associate Professor of Finance
Ph.D., M.B.A., Illinois Institute of Technology

NICHOLAS J. MATHYS .................................. Associate Professor of Management
Ph.D., Western Colorado University; M.B.A., Illinois Institute of Technology

CLARENCE MAXWELL .................................. Lecturer in Management
M.S., DePaul University

MARK McCARTHY ..................................... Instructor of Accountancy
M.A.S., University of Illinois; CPA (Illinois)

MICHAEL MILLER ....................................... Assistant Professor of Economics
Ph.D., M.A., University of Pittsburgh

ROBERT C. MORRIS ................................. Associate Professor of Management
Ph.D., Illinois Institute of Technology; M.S., University of Minnesota

ELIZABETH MURPHY .................................. Instructor of Accountancy
M.B.A., DePaul University; CPA (Illinois)

MICHAEL A. MURRAY .................................. Professor of Management
Ph.D., University of Illinois

BELVERD E. NEEDLES, JR. ...................... Professor of Accountancy
Ph.D., University of Illinois; M.B.A., Texas Tech. University; CPA
(Illinois, Texas); CMA

LEO NEWCOMBE ...................................... Assistant Professor of Accountancy
M.B.A., University of Michigan
NORMAN NICHOLSON .......................... Associate Professor of Economics  
Ph.D., University of Southern California

ROBERT D. O'KEEFE .......................... Professor of Marketing  
Ph.D., M.S., Northwestern University; M.B.A., DePaul University

MARGARET OPPENHEIMER ..................... Associate Professor of Economics  
Ph.D., M.A., Northwestern University

DOMINIC G. PARISI .......................... Professor of Management  
Ph.D., Northwestern University; M.B.A., University of Chicago

GERALD PERRITT ............................. Associate Professor of Finance  
D.B.A., University of Kentucky

J. IRWIN PETERS ............................ Associate Professor of Marketing  
Ph.D., University of London; M.A., University of Delaware

ROBERT M. PETERS ............................ Associate Professor of Accountancy  
Ph.D., M.A., University of Kentucky; M.S., The Wharton School, University of Pennsylvania; M.B.A., University of Detroit; CPA (Illinois)

ANTHONY C. PETTO ............................ Associate Professor of Marketing  
Ph.D., University of Missouri; M.B.A., Northeastern University

SAMUEL POLSKY .............................. Assistant Professor of Business Law  
J.D., Northwestern University

WILLIAM M. POPPEI .......................... Associate Professor of Finance  
M.B.A., University of Chicago

GERARD V. RADICE ............................ Instructor of Accountancy  
M.B.A., University of Chicago; CPA (Illinois)

HELENE M.A. RAMANAUSKAS .................... Professor of Accountancy  
Ph.D., Maximillian University (Munich); M.B.A., Northwestern University;  
CPA (Illinois)

DAVID J. ROBERTS ............................ Instructor of Accountancy  
M.S.T., DePaul University; CPA (Illinois)

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

LARRY B. RUDMAN ............................ Adjunct Assistant Professor  
M.S.T., DePaul University; CPA (Illinois) of Accountancy

BRC LEO V. RYAN, C.S.V. ..................... Professor of Management  
Ph.D., St. Louis University; M.B.A., DePaul University

WILLIAM H. SANDER III ........................ Assistant Professor of Economics  
Ph.D., Cornell University

JAMES W. SANSONE ........................... Lecturer in Accountancy  
M.S.T., DePaul University; CPA (Illinois)

DAVID S. SCHAPP ............................. Lecturer in Accountancy  
J.D., Indiana University

SEYMOUR I. SHERMAN .......................... Lecturer in Accountancy  
L.L.M., New York University

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

GARY SIEGEL ................................. Associate Professor of Accountancy  
Ph.D., University of Illinois; M.B.A., DePaul University; CPA (Illinois)

MICHAEL SILBERT ............................. Assistant Professor of Business Law  
J.D., Northwestern University
ADOLPH SITKIEWICZ ....................... Instructor of Accountancy
M.B.A., DePaul University; CPA (Illinois)

JAMES E. STARUCK ...................... Assistant Professor of Business Law
J.D., Chicago-Kent College of Law; M.B.A., Roosevelt University

F. JAMES STASZAK ...................... Associate Professor of Management
Ph.D., Illinois Institute of Technology; M.B.A., Detroit University

ROBERT S. STEVENS ...................... Lecturer in Accountancy
M.B.A., DePaul University; CPA (Illinois)

WILLIAM STEVENS ...................... Assistant Professor of Accountancy
Ph.D., University of Illinois; M.A., University of Toronto; M.B.A., University of Chicago; CPA (Illinois)

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

W. MARK SUKEL ......................... Associate Professor of Management
D.B.A., M.B.A., Indiana University

HOWARD A. SULKIN ...................... Professor of Education and Management
Ph.D., University of Chicago

MARK SULLIVAN ......................... Associate Professor of Accountancy
Ph.D., University of Wisconsin-Madison; M.B.A., Harvard; CPA (Illinois)

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

ARMANDO TRIANA ....................... Assistant Professor of Management
Ph.D., Northwestern University

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

VERA VANICHEERANONT .................. Lecturer in Accountancy
M.B.A., DePaul University; CPA (Illinois)

CURTIS C. VERSCHOOR .................. Associate Professor of Accountancy
Ed.D., Northern Illinois University; M.B.A., University of Michigan; CPA (Illinois, Michigan, New York); CMA

BARRY WALLACH ....................... Lecturer in Accountancy
J.D., DePaul University; CPA (Illinois)

HILDA C. WASSON ...................... Professor of Marketing
D.B.A., M.B.A., Indiana University

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

GEMMA WELSCH ......................... Associate Professor of Accountancy
Ph.D., Northwestern University; M.B.A., DePaul University; CPA (Illinois)

HAROLD WELSCH ......................... Associate Professor of Management
Ph.D., Northwestern University; M.B.A., DePaul University

RICHARD WILTGREN ..................... Associate Professor of Economics
Ph.D., University of Illinois; M.A., Western Michigan University

DAVID WIXON ......................... Assistant Professor of Marketing
M.S., University of Denver

JACK B. WOLLMAN ...................... Professor of Accountancy
Ph.D., M.S., University of Illinois; CPA (Illinois)

THOMAS J. WYNN ...................... Professor of Business Law
J.D., DePaul University
(on leave)
EARL YOUNG .......................... Assistant Professor of Management
Ph.D., M.S., Northwestern University; M.B.A., University of Chicago

PROFESSORS EMERITI

FRANCIS J. BROWN ....................... Professor of Economics
Ph.D., Catholic University of America; M.A., DePaul University

JOHN E. BURNS .......................... Professor of Management
J.D., Loyola University; M.B.A., University of Chicago

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

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

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

ELDRICD C. STROBEL ..................... Professor of Accountancy
M.Ph., University of Wisconsin; CPA (Illinois)

ERNEST H. WEINWURM ..................... Professor of Accountancy
LL.D., University of Vienna
ADMISSION

DePaul University does not discriminate on the basis of race, color, national origin, religion, sex, age, or handicap in admissions, employment, or the provision of services. Inquiries regarding this policy should be addressed to the Director of Personnel, 23 East Jackson Boulevard, Chicago, Illinois 60604. Students may enter the graduate program in business in any academic quarter including the Summer Session. The final decision in all cases rests with the Associate Dean for Graduate Programs and without his approval in writing no applicant is officially admitted to the Graduate School of Business. Students may make application as Degree Seeking, Non-Degree Seeking or At-Large. Qualifications for these categories for admission are listed below. Application materials may be obtained from the Graduate School of Business office, Suite 1204, 25 East Jackson Boulevard, Chicago, Illinois 60604. Any applicant who has attended an educational institution (primary, intermediate, secondary, college, gymnasium, lyceum, collegio, etc.) outside the United States should refer to the International Student section.

DEGREE SEEKING STUDENTS

Applicants must possess a bachelor's degree from a regionally accredited school, and submit scores earned on the Graduate Management Admission Test (GMAT). Applicants are considered on an individual basis and must demonstrate above average academic achievement or ability as indicated by their academic record, scores earned on the GMAT, and any other pertinent material the applicant wishes to submit.

To be considered for admission an applicant will be required to submit a recent GMAT score. A score not more than three years old will be necessary for consideration for admission to any program.

The application with a $20 non-refundable application fee, official transcripts from each college and/or university attended, (including work done at DePaul) and scores earned on the GMAT must be submitted early enough to allow adequate time to evaluate the application and render a decision. All necessary information must be on file for the Autumn Quarter by July 1st; the Winter Quarter by October 1st; the Spring Quarter by January 10th; and the Summer Session by March 1st.

During the 1981-82 academic year, the GMAT will be given on Saturday, October 24, 1981, Saturday, January 23, 1982, Saturday, March 20, 1982 and Wednesday, June 23, 1982. GMAT information, including a list of Test Centers, and applications for the exam may be obtained from the Educational Testing Service, Box 966-R, Princeton, New Jersey 08541. There is a localETS office in Evanston, Illinois serving the greater Chicago area. The telephone number for this office is (312) 869-7700.

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 must complete and submit an application for admission as a non-degree-seeking student with the Graduate School of Business office, along with an official transcript from the school where their highest degree was earned. Upon receipt of proof of degree the candidate will be informed in writing if and when they are eligible to register for courses.

Applicants refused admission as degree-seeking students may not enroll as non-degree-seeking students.

Non-degree seeking status may be terminated at any time by the Associate Dean. Non-degree-seeking students who plan to register for or who accumulate a substantial amount of credit are advised to become degree-seeking students. Only the first 12 quarter hours earned as a non-degree-seeking student at DePaul may subsequently be applied toward a degree when the student is accepted as a degree-seeking student.

The deadline for applying as a non-degree seeking student is one month prior to the in-person registration date for the particular term. (For the Summer Sessions, there is one application deadline for both sessions, namely one month prior to the in-person registration date for the first session.) See the academic calendar for the listing of the in-person registration date for each quarter and for the first summer session.

56
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. Upon receipt of said letter, applicants will be informed in writing if and when they are eligible to register for courses.

The deadline for applying as a student-at-large is the same as listed above for non-degree seeking students.

INTERNATIONAL STUDENTS

All foreign students and any applicant educated outside of the United States must meet additional application requirements. The necessary Educational History Record and a General Information Sheet specifying other requisites can be obtained by contacting the International Adviser, First Floor, DePaul University, 25 E. Jackson Blvd., Chicago, IL 60404; (312) 321-7605. The application deadlines for students with foreign education are: Autumn Quarter, June 1; Winter Quarter, October 1; Spring Quarter, January 2; Summer Quarter, March 1. To be admitted all students will have to meet the academic requirements and 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

This Bulletin is the official statement of the requirements, rules and regulations of the Graduate School of Business, but it does not constitute a contract between the student and the University. It is expected that the student is familiar with its contents. Every effort has been made to provide herein accurate and firm information. However, the University reserves the right to revise the content of any of its Bulletins and Schedules and to change policies, programs, requirements, rules, regulations, procedures, calendars and schedule of tuition and fees; to establish and modify admission and registration criteria; to cancel or change courses or programs and their content and prerequisites; to limit and restrict enrollment; to cancel, divide or change time or location or staffing of classes; or to make any other necessary changes.

A student entering the Graduate School of Business should follow the Bulletin in effect at the time of entrance. A student who is readmitted or who changes his or her program or status is subject to the terms of the Bulletin in effect at the time of readmission or change.

The grades of A, B, C, D and F are used to indicate the quality of achievement in all course work taken at DePaul. A cumulative average of "C" (2.0) is required for graduation. A student's course work is recorded in its entirety and appears on the student transcript. In addition to the required overall cumulative average of "C," a candidate for degree must have at least a "C" average in the courses which are taken for his/her graduate degree program.

A student must earn a grade of "C" or better in any course taken in his/her area of concentration for the M.B.A. program, or in all courses other than non-accountancy electives and GSB courses in the M.S.A., M.S.T., and M.Acc. programs. If the grade earned is lower than a "C," said course must be retaken or substituted as directed by the Chairman of the area of concentration or by the Coordinator of the program.

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

A student will be placed on Probation as soon as his/her graduate G.P.A. falls below 2.0. In determining this average, all courses taken while in the Graduate School of Business, including courses repeated, will be computed. The student remains on Probation until three more courses are taken, after which time another evaluation will be made. If at that time the student has failed to raise his/her G.P.A.
to the required level of 2.0, the student will be dismissed from the program and prohibited from registering for additional graduate course work.

A student may receive graduate credit for one 300 level course with the specific written approval of the Department Chairman of the student’s area of concentration. If a 300 level course is taken for graduate credit the grade of “B” or better must be earned in order to apply toward the degree.

Grades of INCOMPLETE are issued only upon the specific written request of the student. The approval of the instructor and the Assistant Director of the Graduate School of Business is required before the grade of INCOMPLETE may be issued. A student is given one quarter in which to complete the required work. If said work is not completed within the required period of time the INCOMPLETE grade will automatically be changed to a grade “F.” It is recommended that grades of INCOMPLETE be removed as soon as possible so as not to endanger the academic standing of a student.

COLLEGE CREDIT AND ACCESS TO EDUCATIONAL RECORDS

College credit is accumulated on the basis of quarter hours. The unit of credit is one quarter hour granted for 45 minutes of classroom work a week. The normal class extends over a ten-week period and carries four quarter hours of credit. Accounting 558 carries two quarter hours of credit. College credit is earned if a student receives an A, B, C, or D grade.

The University follows the requirements of the Family Educational Rights and Privacy Act of 1974 which permits all students to review their educational records. The procedures for such review and the rights of the students in this regard are set forth in detail in the annual Signpost.

RESIDENCE

A minimum of 40 graduate quarter hours in Phase II, 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 student in the Graduate School of Business of DePaul University.

After a lapse of six years a course is invalid. 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 concentration and the written approval of the Associate Dean for Graduate Programs.

READMISSION

A student who is out of residence for one academic year, or longer, must apply for readmission and will be subject to the regulations contained in the bulletin and the degree requirements prevailing at the time of re-entry into the Graduate School of Business. To be readmitted the student must meet the current standards for admission.

The deadline for applying for readmission for a particular term is the same as listed under ADMISSION.

TRANSFER OF GRADUATE CREDIT

As a rule, transfer credit is not accepted for Graduate School of Business programs. However, a student entering the program with prior graduate course work in business who wishes to petition for acceptance of transfer credit must submit a written request before the end of his/her first quarter of study at DePaul. Generally such a petition will be considered only if there are unusual circumstances which may justify exception. The following items must be supplied to the Graduate School of Business: 1) a statement from the school where the course work in question was taken indicating that said course(s) did not apply toward a degree already earned, 2) a course description, and 3) a bulletin or statement of the school’s academic regulations. 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 and by the Associate Dean for Graduate Programs. A course in which the student obtains a grade of less than “C” is not acceptable for transfer. A course must carry at least four quarter hours of graduate credit to be 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. Transfer credit is not calculated into the stu-
dent’s cumulative grade point average. Transfer credit is subject to the six-year limit for validity.

GRADUATION

Applications for graduation should be filed in Suite 1204 early in the academic year in which the candidate expects to complete all other degree requirements. Deadlines for submitting graduation applications for the February Convocation and for the June Convocation are listed in the academic calendar. Applicants who fail to meet the deadline for filing for graduation will not graduate and cannot have their degrees conferred until the next following graduation.

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

Attendance at graduation exercises is optional. Diplomas will be mailed to graduates approximately four weeks after the graduation ceremony.

CONSULTATION

Students wishing to consult with the Associate Dean for Graduate Programs, Dr. Robert D. O’Keefe, the Assistant Director, Mr. Philip Kemp, or the Administrative Assistants to the Dean, Mr. Thomas Dolan and Ms. Christine Munoz, should call and arrange for an appointment. Phone: 321-7810. The G.S.B. office is Suite 1204.

TUITION AND FEES

Graduate Student tuition:

All Graduate Business courses — per course ............................ $431.00
Other courses in the 100-200 series — per quarter hour .................. 73.00a
Other courses in the 300-400-600 series — per course .................... 431.00
Service Fee for Deferred Payment Plan .................................. 20.00
Deferred Payment Delinquency Fee ....................................... 30.00
Graduate Application Fee (non-refundable) .............................. 20.00
Registration Fee (non-refundable) ........................................ 5.00
Late Graduate Registration Fee (non-refundable) .......................... 25.00b
Change in Registration made by the Student ............................. 15.00c
Deferred Examination Fee on designated date ............................ 10.00
Deferred Examination Fee at time not designated ...................... 20.00
Fee for each transcript of credits ......................................... 2.00
Graduation Fee .................................................................. 25.00
Service Fee, each Insufficient Fund or Stop Payment check .......... 12.00d

a. Applicable to Graduate Student only.
b. In addition to the regular registration fee.
c. The change of registration fee is charged each time a student drops a class, or drops a class and adds another class.
d. If a student gives the University a check that is returned by the bank upon which it was drawn, marked “Not Sufficient Funds,” “Payment Stopped,” or “Account Closed,” a $12.00 charge will be assessed for each such occurrence.

No transcripts or reports 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

All tuition and fees are due DePaul University at the time of registration, but no later than the first week of the term.

For students unable to meet this requirement, the University does offer, on payment of a $20.00 Service Fee, the following plan:

Payment of ½ of tuition and fees must be received in the Cashier’s Office during the first week of the term.

Payment of ½ of tuition and fees must be received in the Cashier’s Office prior to the end of the fourth week of the term.

Students with any unpaid balance at the beginning of the fifth week will be assessed the $30.00 Deferred Payment Delinquency Fee.
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 Associate Dean. 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

Charges for courses are based on the period of a student’s enrollment beginning with the opening day of the Quarter until the student initiates an Enrollment Change form to withdraw. Withdrawals must be processed in the College Office either in person or by mail and will be dated as of the end of the week in which the student signs the form or the letter is postmarked. Simply ceasing to attend or notifying the faculty does not constitute a withdrawal of record and will result in academic as well as financial penalty.

Upon processing the Enrollment Change Form the tuition charges for courses during the regular academic year will be reduced according to the following schedule, where the Effective Date is:

- Prior to the first week of classes ................................................................. 100%
- At the end of the first week of classes ...................................................... 90%
- At the end of the second week of classes .................................................. 75%
- At the end of the third week of classes .................................................... 50%
- At the end of the fourth week of classes .................................................... 25%
- After the fourth week .................................................................................. 0%

During the summer sessions an accelerated proration of tuition charges will apply.

Fees are not refundable. All Refunds are initiated by the Cashier's Office only upon receipt of an approved Enrollment Change form and a specific request by the student within one calendar year of the opening of the Quarter in which the credit accrued.

NOTE: Students receiving financial aid are advised to contact a Financial Aid Counselor to discuss the consequences of a withdrawal effecting academic progress and eligibility at DePaul University or any other school to which they may transfer.

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 in Room 1730 of the Frank J. Lewis Center. Phone: 321-7632.

ASSISTANTSHIPS AND FELLOWSHIPS

The Departments of Accountancy, Economics, Finance, Management and Marketing have available each year a number of research assistantships. Assistantship stipends range from $2400-$2800 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 Associate Dean of the Graduate School of Business.

LOANS

There are three 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

Students may be considered for a loan under this program through a commercial lender. While out of state students are eligible, it is preferable for them to locate a lender for a guaranteed loan under their own State program.

Maximum loans are $5,000 per year for graduate students. The rate of simple interest is 9%. Payment of interest by the federal government while the student is in school is automatically available to students, regardless of family income.

Repayment of the loan at the rate of $30 per month minimum begins 9 months after cessation of half-time study. The borrower has up to a maximum of 10 years to repay the loan depending upon the amount borrowed and approval of the lender. The typical period of repayment is 5 years.

(NOTE: Major changes to this program are imminent pending legislative action.)

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

PART-TIME EMPLOYMENT

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

B. Other Part-Time Employment—Other part-time positions, on and off campus, are available through the services of the Office of Career Planning 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.

CAREER PLANNING AND PLACEMENT

The Office of Career Planning and Placement has a special counselor to assist Graduate School of Business students and prospective graduates to obtain full-time career employment. Placement services include leads to current job openings;
mailing of resumes to employers on occasions when the interests and qualifications of the applicant match the job specifications; an on-campus interview program; and listing of employers by area of interest.

Career counseling services are available to those who have not yet determined their career options. Counseling regarding job search techniques are also available. This includes guidance on how to prepare resumes, how to prepare for interviews, and how to conduct a job search campaign.

A compact but very adequate career library is also maintained in the office. This includes career brochures; company brochures describing their own career opportunities; annual reports for many companies; labor market projections for various types of careers; and information regarding the current and projected economic status of various industries.

The counselor may be contacted by telephoning 321-7627 to make an appointment. Evening appointments can be made for those who are currently employed full time and find it difficult to be interviewed during normal working hours. The Office of Career Planning and Placement is located in Room 1716 of the Frank J. Lewis Center.

**HOUSING**

DePaul University provides apartment housing for graduate and married students. The apartment complex, known as McCabe Hall, is conveniently located on DePaul's campus in the residential Lincoln Park neighborhood, only 15 minutes by public transportation to our downtown campus. McCabe Hall contains 78 furnished apartments including studios and one and two bedroom units. Housing is available for graduate and married students who are from out of state and who are entering the first year of their academic program. However, these residents will be unable to re-apply for on-campus housing in subsequent years. Applicants are strongly encouraged to submit an application prior to June 15 for entry in the Autumn Quarter. There is an off-campus housing listing service available to graduate and married students. For additional information contact the Office of the Director of Housing, 2312 North Clifton, Chicago, Illinois 60614. Phone: (312) 321-8020.
<table>
<thead>
<tr>
<th>Institution</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albion College</td>
<td>Northeastern Illinois University</td>
</tr>
<tr>
<td>American International College</td>
<td>New York University</td>
</tr>
<tr>
<td>Arizona State University</td>
<td>North Park College</td>
</tr>
<tr>
<td>Arkansas State University</td>
<td>Northern Illinois University</td>
</tr>
<tr>
<td>Augsburg College (Illinois)</td>
<td>Northwestern University</td>
</tr>
<tr>
<td>Baldwin—Wallace College</td>
<td>Northern Michigan University</td>
</tr>
<tr>
<td>Boston College</td>
<td>Ohio State University</td>
</tr>
<tr>
<td>Boston University</td>
<td>Pennsylvania State University</td>
</tr>
<tr>
<td>Bowling Green State University</td>
<td>Pratt Institute</td>
</tr>
<tr>
<td>Bradley University</td>
<td>Purdue University</td>
</tr>
<tr>
<td>Calvin College</td>
<td>Quincy College</td>
</tr>
<tr>
<td>Carroll College (Montana)</td>
<td>Rensselaer Polytechnic Institute</td>
</tr>
<tr>
<td>Carroll College (Wisconsin)</td>
<td>Ripon College</td>
</tr>
<tr>
<td>Carthage College</td>
<td>Rochester Institute of Technology</td>
</tr>
<tr>
<td>Chicago State University</td>
<td>Roosevelt University</td>
</tr>
<tr>
<td>College of the Holy Cross</td>
<td>Rosary College</td>
</tr>
<tr>
<td>College of Notre Dame of Maryland</td>
<td>Smith College</td>
</tr>
<tr>
<td>College of Saint Catherine</td>
<td>Southern Illinois University</td>
</tr>
<tr>
<td>College of Saint Thomas</td>
<td>Southern Methodist University</td>
</tr>
<tr>
<td>Cornell University</td>
<td>Saint Louis University</td>
</tr>
<tr>
<td>Creighton University</td>
<td>Saint Norbert College</td>
</tr>
<tr>
<td>Dartmouth College</td>
<td>Saint Xavier University</td>
</tr>
<tr>
<td>Denison University</td>
<td>Susquehanna University</td>
</tr>
<tr>
<td>DePaul University</td>
<td>Temple University</td>
</tr>
<tr>
<td>DePauw University</td>
<td>Tennessee State University</td>
</tr>
<tr>
<td>Duke University</td>
<td>Trinity College</td>
</tr>
<tr>
<td>Eastern Illinois University</td>
<td>Tuskegee Institute</td>
</tr>
<tr>
<td>Elmhurst College</td>
<td>Union University</td>
</tr>
<tr>
<td>Florida Atlantic University</td>
<td>University of Akron</td>
</tr>
<tr>
<td>Fordham University</td>
<td>University of California</td>
</tr>
<tr>
<td>Governors State University</td>
<td>University of Chicago</td>
</tr>
<tr>
<td>Gustavus Adolphus College</td>
<td>University of Colorado at Boulder</td>
</tr>
<tr>
<td>Howard University</td>
<td>University of Dayton</td>
</tr>
<tr>
<td>Illinois Benedictine College</td>
<td>University of Hartford</td>
</tr>
<tr>
<td>Illinois Institute of Technology</td>
<td>University of Illinois</td>
</tr>
<tr>
<td>Illinois State University</td>
<td>University of Iowa</td>
</tr>
<tr>
<td>Illinois Wesleyan University</td>
<td>University of Kansas</td>
</tr>
<tr>
<td>Indiana State University</td>
<td>University of Kentucky</td>
</tr>
<tr>
<td>Indiana University</td>
<td>University of Michigan</td>
</tr>
<tr>
<td>Indiana University—Northwest</td>
<td>University of Minnesota</td>
</tr>
<tr>
<td>Iowa State University</td>
<td>University of Notre Dame</td>
</tr>
<tr>
<td>Jackson State University</td>
<td>University of Northern Colorado</td>
</tr>
<tr>
<td>John Marshall Law School</td>
<td>University of Pennsylvania</td>
</tr>
<tr>
<td>Kansas State University</td>
<td>University of South Dakota</td>
</tr>
<tr>
<td>Kings College</td>
<td>University of South Florida</td>
</tr>
<tr>
<td>Lake Forest College</td>
<td>University of Southern California</td>
</tr>
<tr>
<td>Lakeland College</td>
<td>University of Tennessee</td>
</tr>
<tr>
<td>Lawrence University</td>
<td>University of Toledo</td>
</tr>
<tr>
<td>Lewis University</td>
<td>University of Virginia</td>
</tr>
<tr>
<td>Loras College</td>
<td>University of Wisconsin-Madison</td>
</tr>
<tr>
<td>Loyola University of Chicago</td>
<td>University of Wisconsin-Milwaukee</td>
</tr>
<tr>
<td>Luther College</td>
<td>University of Wisconsin-Patteeville</td>
</tr>
<tr>
<td>Marquette University</td>
<td>Valparaiso University</td>
</tr>
<tr>
<td>McGill University</td>
<td>Vanderbilt University</td>
</tr>
<tr>
<td>Memphis State University</td>
<td>Wake Forest University</td>
</tr>
<tr>
<td>Miami University (Ohio)</td>
<td>Washington University</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>Webster College</td>
</tr>
<tr>
<td>Millikin University</td>
<td>Western Michigan University</td>
</tr>
<tr>
<td>Mundelein College</td>
<td>Western Illinois University</td>
</tr>
<tr>
<td>National College of Education</td>
<td>Youngstown State University</td>
</tr>
</tbody>
</table>
### PHONE DIRECTORY

#### Full-Time Faculty Phone Numbers

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. John Ahern</td>
<td>321-7805</td>
</tr>
<tr>
<td>Dr. Bruce Allen</td>
<td>321-8514</td>
</tr>
<tr>
<td>Dr. Adnan Almaney</td>
<td>321-7816</td>
</tr>
<tr>
<td>Dr. Abdul Alwan</td>
<td>321-7828</td>
</tr>
<tr>
<td>Dr. Julian Andorka</td>
<td>321-8469</td>
</tr>
<tr>
<td>Dr. David Banner</td>
<td>321-8307</td>
</tr>
<tr>
<td>Dr. Roger Baran</td>
<td>321-8302</td>
</tr>
<tr>
<td>Dr. George Barrett</td>
<td>321-7768</td>
</tr>
<tr>
<td>Dr. Bala Batavia</td>
<td>321-8470</td>
</tr>
<tr>
<td>Dr. Robert Boewadt</td>
<td>321-7769</td>
</tr>
<tr>
<td>Mr. Benedict Bombera</td>
<td>321-7840</td>
</tr>
<tr>
<td>Dr. Donald Bumpass</td>
<td>321-7709</td>
</tr>
<tr>
<td>Dr. Cameron Carley</td>
<td>321-8357</td>
</tr>
<tr>
<td>Dr. Petr Chadraba</td>
<td>321-8492</td>
</tr>
<tr>
<td>Dr. James Ciecka</td>
<td>321-7799</td>
</tr>
<tr>
<td>Dr. James Cloonan</td>
<td>321-8420</td>
</tr>
<tr>
<td>Dr. Helena Czekic</td>
<td>321-8493</td>
</tr>
<tr>
<td>Dr. Clovis daSilva</td>
<td>321-7843</td>
</tr>
<tr>
<td>Dr. Dean Daw</td>
<td>321-7834</td>
</tr>
<tr>
<td>Dr. Alexander Devience</td>
<td>321-7825</td>
</tr>
<tr>
<td>Dr. James Diamond</td>
<td>321-8475</td>
</tr>
<tr>
<td>Dr. Floyd Dill</td>
<td>321-8309</td>
</tr>
<tr>
<td>Dr. Charles Douds</td>
<td>321-7822</td>
</tr>
<tr>
<td>Dr. David Drehmer</td>
<td>321-8406</td>
</tr>
<tr>
<td>Mr. John Driscoll</td>
<td>321-7798</td>
</tr>
<tr>
<td>Dr. David Duff</td>
<td>321-8305</td>
</tr>
<tr>
<td>Dr. R. Dan Edwards</td>
<td>321-7778</td>
</tr>
<tr>
<td>Ms. Karen Emig</td>
<td>321-8364</td>
</tr>
<tr>
<td>Dr. John Ettle</td>
<td>321-7803</td>
</tr>
<tr>
<td>Dr. Arthur Eubank</td>
<td>321-8428</td>
</tr>
<tr>
<td>Mr. Michael Farrell</td>
<td>321-7768</td>
</tr>
<tr>
<td>Dr. Robert Faulhaber</td>
<td>321-7718</td>
</tr>
<tr>
<td>Dr. Salvatore Ferrera</td>
<td>321-8513</td>
</tr>
<tr>
<td>Dr. Edward Foth</td>
<td>321-7844</td>
</tr>
<tr>
<td>Mr. Mark Frigo</td>
<td>321-7784</td>
</tr>
<tr>
<td>Dr. David Gabhart</td>
<td>321-8595</td>
</tr>
<tr>
<td>Dr. Samuel Garber</td>
<td>321-7962</td>
</tr>
<tr>
<td>Dr. Richard Garrigan</td>
<td>321-8360</td>
</tr>
<tr>
<td>Mr. John Goode</td>
<td>321-8422</td>
</tr>
<tr>
<td>Dr. Gaylon Greer</td>
<td>321-8351</td>
</tr>
<tr>
<td>Dr. Jack Grossman</td>
<td>321-7797</td>
</tr>
<tr>
<td>Dr. William Hayes</td>
<td>321-7830</td>
</tr>
<tr>
<td>Dr. John Hewitt</td>
<td>321-7837</td>
</tr>
<tr>
<td>Dr. Roy Horton</td>
<td>321-8353</td>
</tr>
<tr>
<td>Dr. John Houston</td>
<td>321-8359</td>
</tr>
<tr>
<td>Dr. Donald Irsan</td>
<td>321-7815</td>
</tr>
<tr>
<td>Dr. George Iwanaka</td>
<td>321-8472</td>
</tr>
<tr>
<td>Mr. D. Randall Jenkins</td>
<td>321-8387</td>
</tr>
<tr>
<td>Mr. Howard Kanter</td>
<td>321-8449</td>
</tr>
<tr>
<td>Dr. J. Steven Kelly</td>
<td>321-7788</td>
</tr>
<tr>
<td>Dr. Leonore Ken</td>
<td>321-8350</td>
</tr>
<tr>
<td>Dr. Thomas Kewley</td>
<td>321-7838</td>
</tr>
<tr>
<td>Dr. Michael Klima</td>
<td>321-7713</td>
</tr>
<tr>
<td>Dr. Helen LaVan</td>
<td>321-7735</td>
</tr>
<tr>
<td>Dr. Irwin Lazarus</td>
<td>321-8301</td>
</tr>
<tr>
<td>Dr. Adolph Mark</td>
<td>321-8355</td>
</tr>
<tr>
<td>Dr. John Markese</td>
<td>321-7796</td>
</tr>
<tr>
<td>Dr. William Marutzky</td>
<td>321-7817</td>
</tr>
<tr>
<td>Dr. John Masterson</td>
<td>321-7873</td>
</tr>
<tr>
<td>Dr. John Mathys</td>
<td>321-7785</td>
</tr>
<tr>
<td>Dr. Nicholas Mathys</td>
<td>321-7785</td>
</tr>
<tr>
<td>Mr. Mark McCarthy</td>
<td>321-7798</td>
</tr>
<tr>
<td>Dr. Michael Miller</td>
<td>321-7630</td>
</tr>
<tr>
<td>Dr. Robert Morris</td>
<td>321-7842</td>
</tr>
<tr>
<td>Ms. Elizabeth Murphy</td>
<td>321-7837</td>
</tr>
<tr>
<td>Dr. Michael Murray</td>
<td>321-8633</td>
</tr>
<tr>
<td>Dr. Belverd Needles</td>
<td>321-7820</td>
</tr>
<tr>
<td>Mr. Leo Newcombe</td>
<td>321-8446</td>
</tr>
<tr>
<td>Dr. Norman Nicholson</td>
<td>321-7809</td>
</tr>
<tr>
<td>Dr. Robert O'Keefe</td>
<td>321-7810</td>
</tr>
<tr>
<td>Dr. Margaret Oppenheimer</td>
<td>321-7839</td>
</tr>
<tr>
<td>Dr. Dominic Parisi</td>
<td>321-8405</td>
</tr>
<tr>
<td>Dr. Gerald Perritt</td>
<td>321-7836</td>
</tr>
<tr>
<td>Dr. J. Irwin Peters</td>
<td>321-8352</td>
</tr>
<tr>
<td>Dr. Robert Peters</td>
<td>321-8473</td>
</tr>
<tr>
<td>Dr. Anthony Petto</td>
<td>321-8358</td>
</tr>
<tr>
<td>Dr. Samuel Polsky</td>
<td>321-8388</td>
</tr>
<tr>
<td>Mr. William Poppell</td>
<td>321-8356</td>
</tr>
<tr>
<td>Mr. Gerard Radaicle</td>
<td>321-8474</td>
</tr>
<tr>
<td>Dr. Helen Ramanusauskas</td>
<td>321-7832</td>
</tr>
<tr>
<td>Mr. David Roberts</td>
<td>321-8388</td>
</tr>
<tr>
<td>Bro. Leo Ryan</td>
<td>321-7804</td>
</tr>
<tr>
<td>Dr. William Sander</td>
<td>321-7630</td>
</tr>
<tr>
<td>Dr. Milton Shulman</td>
<td>321-7789</td>
</tr>
<tr>
<td>Dr. Gary Siegel</td>
<td>321-7829</td>
</tr>
<tr>
<td>Mr. Michael Silbert</td>
<td>321-8387</td>
</tr>
<tr>
<td>Mr. Adolph Sulkiewicz</td>
<td>321-7787</td>
</tr>
<tr>
<td>Mr. James Staruck</td>
<td>321-7781</td>
</tr>
<tr>
<td>Dr. F. James Staszak</td>
<td>321-8364</td>
</tr>
<tr>
<td>Dr. William Stevens</td>
<td>321-7778</td>
</tr>
<tr>
<td>Dr. Owais Succari</td>
<td>321-8354</td>
</tr>
<tr>
<td>Dr. William Sukel</td>
<td>321-7818</td>
</tr>
<tr>
<td>Dr. Howard Sulkin</td>
<td>321-7894</td>
</tr>
<tr>
<td>Dr. Mark Sullivan</td>
<td>321-8306</td>
</tr>
<tr>
<td>Dr. Richard Thornton</td>
<td>321-8476</td>
</tr>
<tr>
<td>Dr. Armando Triana</td>
<td>321-8447</td>
</tr>
<tr>
<td>Dr. Curtis Verschoor</td>
<td>321-7827</td>
</tr>
<tr>
<td>Dr. Hilda Wasson</td>
<td>321-7786</td>
</tr>
<tr>
<td>Dr. William Waters</td>
<td>321-7781</td>
</tr>
<tr>
<td>Dr. Gemma Welsch</td>
<td>321-8308</td>
</tr>
<tr>
<td>Dr. Harold Welsch</td>
<td>321-8471</td>
</tr>
<tr>
<td>Dr. Richard Wittgen</td>
<td>321-7708</td>
</tr>
<tr>
<td>Mr. David Wixson</td>
<td>321-8575</td>
</tr>
<tr>
<td>Dr. Jack Wollman</td>
<td>321-8477</td>
</tr>
<tr>
<td>Dr. Earl Young</td>
<td>321-8448</td>
</tr>
</tbody>
</table>

#### Department Phone Numbers

<table>
<thead>
<tr>
<th>Department</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountancy</td>
<td>321-7820</td>
</tr>
<tr>
<td>Business Law</td>
<td>321-7825</td>
</tr>
<tr>
<td>Economics</td>
<td>321-7781</td>
</tr>
<tr>
<td>Finance</td>
<td>321-7838</td>
</tr>
<tr>
<td>Management</td>
<td>321-7783</td>
</tr>
<tr>
<td>Marketing</td>
<td>321-7788</td>
</tr>
</tbody>
</table>
# Academic Calendar 1981-82

## Autumn Quarter

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>August</td>
<td>3-21 Monday-Friday Early-Mail registration for Autumn Quarter. Consult schedule for detailed instructions.</td>
</tr>
<tr>
<td>September</td>
<td>3 Thursday, In-person registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>16 Wednesday, Autumn Quarter begins. Change of courses. Late registration.</td>
</tr>
<tr>
<td>October</td>
<td>9 Friday, Last date to change to auditor status. Final date for filing for November Credit-by-Examination.</td>
</tr>
<tr>
<td></td>
<td>12 Monday, St. Vincent DePaul Day, Holiday — no classes.</td>
</tr>
<tr>
<td></td>
<td>19 Monday, Final date for filing for February Convocation.</td>
</tr>
<tr>
<td></td>
<td>19-24 Monday-Saturday, Mid-point of quarter, mid-term examinations.</td>
</tr>
<tr>
<td>November</td>
<td>9 Monday, Last day to withdraw from class.</td>
</tr>
<tr>
<td></td>
<td>9-20 Monday-Friday, Early-Mail registration for Winter Quarter. Consult schedule for detailed instructions.</td>
</tr>
<tr>
<td></td>
<td>25 Saturday, Administration of Credit-by-Examination.</td>
</tr>
<tr>
<td></td>
<td>25-29 Wednesday-Saturday, Thanksgiving Holidays.</td>
</tr>
<tr>
<td>30-December</td>
<td>5 Monday-Saturday, Final examinations for Autumn Quarter.</td>
</tr>
<tr>
<td></td>
<td>5 Saturday, Autumn Quarter ends.</td>
</tr>
</tbody>
</table>

## Winter Quarter

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>December</td>
<td>8 Tuesday, In-person registration for graduate students.</td>
</tr>
<tr>
<td>January</td>
<td>4 Monday, Winter Quarter begins. Change of courses. Late Registration.</td>
</tr>
<tr>
<td></td>
<td>25 Monday, Last date to change to auditor status.</td>
</tr>
<tr>
<td>February</td>
<td>2-8 Tuesday-Monday, Mid-point of quarter, mid-term examinations.</td>
</tr>
<tr>
<td></td>
<td>6 or 7 Saturday or Sunday, Mid-Year Convocation.</td>
</tr>
<tr>
<td></td>
<td>8-19 Monday-Friday, Early-Mail registration for Spring Quarter. Consult schedule for detailed instructions.</td>
</tr>
<tr>
<td></td>
<td>12 Friday, Final date for filing for June Convocation.</td>
</tr>
<tr>
<td></td>
<td>22 Monday, Last date to withdraw from classes.</td>
</tr>
<tr>
<td>March</td>
<td>10-16 Wednesday-Tuesday, Final examinations for Winter Quarter.</td>
</tr>
<tr>
<td></td>
<td>10 Tuesday, Winter Quarter ends.</td>
</tr>
</tbody>
</table>

## Spring Quarter

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>18 Thursday, In-person registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>29 Monday, Spring Quarter begins. Change of courses. Late registration.</td>
</tr>
<tr>
<td>April</td>
<td>2 Friday, Final date for filing for Credit-by-Examination.</td>
</tr>
<tr>
<td></td>
<td>8 Thursday, Easter holidays begin after last class.</td>
</tr>
<tr>
<td></td>
<td>12 Monday, Classes resume.</td>
</tr>
<tr>
<td></td>
<td>19 Monday, Last date to change to auditor status.</td>
</tr>
<tr>
<td>28-May</td>
<td>4 Wednesday-Tuesday, Mid-point of quarter, mid-term examinations.</td>
</tr>
<tr>
<td></td>
<td>3-26 Monday-Friday, Early-Mail registration for Summer Sessions. Consult schedule for detailed instructions.</td>
</tr>
<tr>
<td></td>
<td>8 Saturday, Administration of Credit-by-Examination.</td>
</tr>
<tr>
<td></td>
<td>17 Monday, Last day to withdraw from class.</td>
</tr>
<tr>
<td></td>
<td>31 Monday, Memorial Day — no classes.</td>
</tr>
<tr>
<td>June</td>
<td>7-12 Monday-Saturday, Final examinations for Spring Quarter.</td>
</tr>
<tr>
<td></td>
<td>12 Saturday, Spring Quarter ends.</td>
</tr>
<tr>
<td></td>
<td>12 or 13 Saturday or Sunday, Convocation.</td>
</tr>
</tbody>
</table>

## Summer Sessions

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June</td>
<td>10 Thursday, In-person registration for the first session.</td>
</tr>
<tr>
<td></td>
<td>21 Monday, First Summer Session begins. Change of courses. Late registration.</td>
</tr>
<tr>
<td></td>
<td>30 Wednesday, Last day to change to auditor status for the first session.</td>
</tr>
<tr>
<td>July</td>
<td>5 Monday, Independence Day, Holiday — no classes.</td>
</tr>
<tr>
<td></td>
<td>14 Wednesday, Last day to withdraw from first session classes.</td>
</tr>
<tr>
<td></td>
<td>15 Thursday, In-person registration for the second session.</td>
</tr>
<tr>
<td></td>
<td>24 Saturday, First Summer Session ends.</td>
</tr>
<tr>
<td></td>
<td>25 Monday, Second Summer Session begins. Change of courses. Late registration.</td>
</tr>
<tr>
<td>August</td>
<td>4 Wednesday, Last day to change to auditor status for the second session.</td>
</tr>
<tr>
<td></td>
<td>18 Wednesday, Last day to withdraw from second session classes.</td>
</tr>
<tr>
<td></td>
<td>28 Saturday, Second Summer Session ends.</td>
</tr>
</tbody>
</table>