Graduate School of Business

Master of Business Administration

Master of Accountancy

Master of Science in Accountancy

Master of Science in Taxation

DePaul University
CAMPUS LOCATIONS

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

(Full program of course offerings)

(only occasional course offerings)

NORTHFIELD (North Suburbs)
New Trier West High School
7 Happ Road, Northfield

(Limited course offerings)

DES PLAINES (Northwest Suburbs)
DePaul University’s Northwest Center
3166 Des Plaines/River Road, Des Plaines

(Limited course offerings)

OAK BROOK — HILLSIDE (West Suburbs)
Proviso West High School
4701 West Harrison Street, Hillside

(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.
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

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.

DePaul: Developing Chicago's Business
Leaders for 70 Years
College of Commerce: 1913-1983

The 1982-83 academic year marks the 70th anniversary of DePaul University's College of Commerce and the 35th year of its graduate program in business. Established in the autumn of 1912, the College of Commerce began classes on January 13, 1913. The Graduate Division serves men and women who seek to advance and excel in their business and professional careers as decision makers in the complex world of business. The graduate program at DePaul provide these men and women with the expertise in ethics, behavioral science, and in quantitative and management disciplines required to assume middle and upper level managerial or specialist positions within both the private and public sectors.

The high quality of DePaul University's business programs is demonstrated by the fact that both the undergraduate and graduate programs are fully accredited by the American Assembly of Collegiate Schools of Business. This distinction is held by only a limited percentage of schools of business in the United States.

Since its founding, the University has been committed to an urban and metropolitan identification and to the recognition that its past, present, and future are linked to the stability and vitality of the city of Chicago. For students in the Graduate School of Business, this means studying and working in one of the most dynamic business and financial centers in the world.

We welcome your enrollment in the Graduate Division of our College of Commerce.

Brother Leo V. Ryan, C.S.V.
Dean and Professor
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.), and 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: Management Accounting, Business Economics, Finance, Human Resources Management, International Business, Marketing, Operations Management, Quantitative Methods, and Management Information and Decision Support Systems. The M.B.A. is scheduled primarily as an evening program.

MASTER OF SCIENCE IN TAXATION

The objective of the M.S.T. program is to provide an integrated sequence of courses that furnish intensive instruction in the substantive and procedural aspects of taxation. This program is primarily designed to serve the needs of individuals who are pursuing a career in taxation. 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 M.Acc. is a professional graduate degree in accounting which prepares students for professional accounting positions in public accounting, business and industry, and the public sector. Its objectives are to provide an understanding of the major technical, conceptual, and research issues in accounting through advanced study in the field of accounting and related disciplines; an understanding of the ethical and legal considerations of the accounting profession and of the professional judgment and independent attitude necessary to deal objectively with these considerations; and a broad education in the graduate business disciplines in order to provide the communication and management skills necessary to succeed in a highly competitive environment.

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 of 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.
5. A personal interview with the admissions committee of the School of Accountancy.

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 Master of Business Administration and Juris Doctor or Master of Science in Accountancy and Juris Doctor 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. Admittance 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.

For information on admission to the College of Law, contact Rm. 931 Lewis Center, 25 E. Jackson Blvd., Chicago, IL 60604; 312/321-7700.
CURRICULUM

PHASE I — 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 Organization Behavior: Micro Perspective.

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.

DECISIONS 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 Macro Organization Theory
GSB 515 Decisions in Marketing Management
GSB 516 Corporate Finance

*Students concentrating in Management Accounting who have not already taken or been waived from GSB 511 will take ACC 542A in its place.

Four courses to be selected with the approval of the department chairman or program administrator. The student must declare one concentration. Concentrations available are: Management Accounting, Business Economics, Finance, Human Resources Management, International Business, Marketing, Operations Management, Quantitative Methods, and Management Information and Decision Support 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. In the case of Management Accounting, the concentration consists of four required courses plus one or two additional courses for a total of five or 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 departmental courses offered by Accountancy, Economics, Finance, Management, or Marketing or GSB 520 or 557.
M.B.A. DEGREE REQUIREMENTS

1. The minimum number of graduate courses to be taken for the M.B.A. Degree is thirteen (52 qt. hrs.). The maximum number of courses including those in Phase I is twenty-one (84 qt. hrs) or twenty-three (92 qt. hrs.) for a degree program with a concentration in Management Accounting.**

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 or eleven courses in Phase II with a concentration in Management Accounting.)

**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 (12 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  Income Tax Treatment of Individuals and Property Transactions
Acct. 549A  Communication in Accounting Practice
Acct. 550A  Auditing Computer-Based Systems
Acct. 551A  Income Tax Treatment of Corporations and Partnerships
Acct. 552A  Legal and Ethical Environment of Accounting Practice
One additional graduate course in Accountancy.

ELECTIVES (0-1 elective)
One elective if necessary to meet the thirteen course minimum requirement
This elective must be chosen from appropriate graduate level departmental courses offered by Accountancy, Economics, Finance, Management, or Marketing or GSB 520 or 557.

M.S.A. DEGREE REQUIREMENTS

1. The minimum number of graduate courses to be taken for the M.S.A. Degree is thirteen (52 qt. hrs.). The maximum number of courses including those in Phase I is twenty-three (92 qt. 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 twelve courses in Phase II as outlined above.
PHASE II – ADVANCED PROGRAM: M.S.T.

PREREQUISITE TAXATION COURSE (does not apply toward the thirteen course minimum)

Acct. 551A Tax Treatment of Corporations and Partnerships*

REQUIRED TAXATION COURSES (11 courses)

Acct. 558T Tax Research
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 thirteen course minimum requirement; to be selected from appropriate graduate level departmental courses.

M.S.T. DEGREE REQUIREMENTS

1. The minimum number of graduate courses to be taken for the M.S.T. Degree is thirteen (52 qt. hrs.). The maximum number of courses including those in Phase I is twenty-three (92 qt. hrs. which includes Acct. 551A).

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 eleven courses in Phase II as outlined above.

*Required only of students lacking an adequate undergraduate background in Taxation. Does not count toward minimum requirement.
PHASE II — ADVANCED PROGRAM: M.ACC.

ACCOUNTANCY COURSES (6 required courses)

Acct. 610  Accounting Information Systems
Acct. 620  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 graduate courses from three of the following disciplines: Economics, Finance, Management, Marketing.

Four graduate accounting courses, including at least one graduate seminar in Accountancy.

Graduate elective courses must be approved by the M.Acc. Coordinator. The Graduate Internship (Accountancy 690) is recommended for students who have not had practical accounting experience and is counted as a graduate accounting elective.

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.
G.S.B. COURSES

Philip R. Kemp
Director

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 Director 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 Director of the Graduate School of Business.
All GSB courses, except GSB 520 and GSB 557, will be offered each term.

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: GSB 504 or equiv.

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—ORGANIZATION BEHAVIOR: MICRO PERSPECTIVE. This course will consider those aspects of psychology and social psychology that impact on the individual in his or her role as a member of a formal organization or a group therein. Specific attention will be given to the following topics: Individual Topics: Job satisfaction, personality factors, learning, socialization, organizational commitment, and evaluating and rewarding individual effectiveness; Small Group Topics: Communications, organizational change and organizational development.
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. This course provides an introduction and overview of the field of operations management. Major problems and issues in the field are addressed. Concepts both quantitative and qualitative and problem solving techniques used by operations managers and applied both the manufacturing and services sectors.
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. Review of concepts and principles, financial statement analysis and introduction of the statements of changes in financial position. Familiarization with types of cost and sources of 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 accumulation.

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—MACRO ORGANIZATION THEORY. The course examines systems of organizations focusing on their structure, environment, technology and design. Utilizing the organization as the unit of analysis, organizational characteristics are examined for comparative purposes. The emphasis is on the adjustment and design processes of major subsystems and whole organizations to their changing contexts. Organizational effectiveness, communication systems, structural variables, and efficient decision making systems concepts are stressed.

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. Written cases and/or projects are part of the course assignment.

*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 501, 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. This course will be offered at least twice a year.

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

**GSB 557—INTERNATIONAL BUSINESS STUDIES PROGRAM.** This travel program is designed to provide students with the opportunity to study international business operations of American and foreign multi-national firms. Selected participants examine the business problems of international businesses by meeting with executives and other personnel that manage and operate in both large and small firms overseas. Participants pay all travel and living expenses. Offered in Summer Session I only. Application forms available at start of Winter Quarter. Contact Dr. Bala Balawa, Coordinator of the program.

*Prerequisite: Graduate Standing and permission.*
Known for its innovative programs in accounting, the School of Accountancy has been a major source of graduates for professional accountancy careers in public accounting, business and industry, and the public sector. The School is a charter member of the Federation of Schools of Accountancy and is one of the largest accounting programs in the United States.

The School of Accountancy strives to serve the public interest and the profession of accountancy through teaching excellence, service, and research. The School of Accountancy serves by:

- providing qualified students through undergraduate and graduate degree programs with the education necessary to commence and continue their careers as professional accountants in public accounting, business and industry, and the public sector.

- providing all students in the College of Commerce with a fundamental knowledge of accounting as a vital element in the management of complex organizations.

- providing the public educational accounting services such as courses for continuing education and professional certification.

- promoting applied and theoretical research of significance to the accounting profession and the underlying accounting discipline.
The M.B.A. degree with a concentration in Management Accounting is designed for persons seeking careers as accounting or financial executives. It integrates the various functional areas of business while emphasizing financial planning, control, analysis and decision making. The objectives of the program are to provide the students with basic conceptual knowledge of accounting and with insights into the nature, interpretations, uses, and limitations of financial information which serve as a foundation for accounting career development. The program is flexible enough to accommodate persons with previous accounting or business backgrounds as well as persons with non-business backgrounds. Students in the program are encouraged to sit for the CMA exam and obtain the Certificate in Management Accounting.

Minimum requirements for a Management Accounting concentration for the M.B.A. degree are: Accountancy 501, 502, 503, 599 and two graduate level Accountancy courses chosen from Accountancy 526, 527, 528, 533, 535, 536, 537, 538, 550A, 556, 557, 584, 585, 586, 587, 672, 673, 674, 675, 676, 677, 678. Two advanced level undergraduate Accountancy courses taken prior to admittance into the Graduate School of Business, and evaluated by the GSB office, will allow a student to waive one of the Accountancy electives, thus resulting in a five-course concentration sequence.

If a student has already taken coursework which completely satisfies Accountancy 501, 502, or 503, then one of the following substitutions should be made in each case:

<table>
<thead>
<tr>
<th>In Place of Accountancy:</th>
<th>Substitute Accounting: (One of the following)</th>
</tr>
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<tbody>
<tr>
<td>501</td>
<td>509, 526, 527, 537, 556, 557, 584, 585, or 587</td>
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<tr>
<td>502</td>
<td>526, 527, 528, 533, 538, or 586</td>
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<tr>
<td>503</td>
<td>535, 536, 550A, 672, 673, 674, 675, 676, 677, 678</td>
</tr>
</tbody>
</table>

If a student has already taken coursework which only partially satisfies Accountancy 501, 502, or 503, then the related Accountancy elective should be substituted to complete the requirement. For example, if a student has already taken financial accounting but not taxation, then Accountancy 584 should be substituted for Accountancy 501. Similarly, if a student has already taken auditing but not accounting systems, then Accountancy 535 should be substituted for Accountancy 503. Care should be taken to avoid duplication of course content. All Accountancy electives and substitutions must be approved by the Program Administrator, Dr. Helene Ramanavas-Maroni.
The M.B.A. degree with a concentration in Management Information and Decision Support Systems is designed for persons seeking careers as systems analysts, systems consultants, or systems managers. The program 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 Management Information and Decision Support Systems concentration for the M.B.A. degree are: Accountancy/Management 678 and three other graduate level systems courses chosen from Accountancy/Management 672, 673, 674, 675, 676, 677, 678 and Accountancy 535. Care should be taken to avoid duplication of course content. All systems courses must be approved by the Program Administrator, Dr. Gemma M. Welsch.

Minimum Accountancy requirements for the M.S.A. degree are listed on page 9.
The Program Administrator of this program is Dr. Mark Sullivan.

Minimum Accountancy requirements for the M.S.T. degree are listed on page 10.
The Program Administrator of this program is Dr. Edward Foth.

Minimum Accountancy requirements for the M.Acc. degree are listed on page 11.
The Program Administrator 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 if they are substantial duplication of previous course work.

501—FINANCIAL REPORTING AND TAXATION. Interpretation, analysis, and use by management of corporate financial statements. Topics considered are the corporate reporting environment, income statement issues, asset valuation and related issues including price-level and current value accounting, long-term commitments, and other reporting issues including accounting for foreign operations and diversified companies. Also considered are fundamentals of corporate income taxation, taxation of special entities, and the effects of taxation on financial reporting.

Prerequisite: Completion of Phase I or equiv.

502—INTERNAL REPORTING AND MANAGEMENT DECISIONS. Interpretation, analysis and use by management of internal accounting information. Topics considered are: inventory planning and control, cost allocation, cost-price-volume decisions, Analysis and control of non-manufacturing costs, budgeting and financial planning, and capital budgeting decisions. Students are also familiarized with advanced models and quantitative approaches used for management decisions such as linear programming, statistical quality control, network methods, regression correlation analysis and learning courses. Considered is also the effect of income taxes on management decision making.

Prerequisite: Completion of Phase I or equiv.

503—ACCOUNTING INFORMATION SYSTEMS AND AUDITING. Accounting systems design, the internal audit process, and how they interact to aid management in controlling business operations. Emphasis is placed on the functions of the internal auditor including planning the audit, flowcharts, accounting systems, study and evaluation of internal accounting controls in EDP environment, statistical sampling and evidence gathering, and reporting. Comparisons and contrasts with the independent auditor are discussed at appropriate points including consideration of relations with the external auditor.

Prerequisite: Completion of Phase I and Acc 542A or equiv.
509—ACCOUNTING THEORY. Required of M.B.A. Accountancy majors, the student is assisted in the development of a comprehensive philosophy of accountancy. Historical origins of accounting concepts, principles, and standards are critically examined in the light of present economic and social institutions and professional practice. Particular attention is given to current problems and literature in the field of accounting theory. (M.S.A. students are excluded from enrollment in this course.)

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.

527—CONSTRUCTION & USE OF DECISION MODELS. The course will introduce the students to the art of model building and familiarize them with the actual application of existing models to managerial planning, controlling and decision making. They especially will gain self-assurance in the use of linear programming and sensitivity analysis, learning curves, correlation analysis, inventory control models, PERT, and CPM. They will apply probability and utility theory to decision making under uncertainty and apply the concepts of game theory to conflict situations in a business setting. If time allows, the course will familiarize the students also with applying Markov processes and simulation to managerial planning and decision situations.

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—FINANCIAL PLANNING AND CONTROL. This course investigates the conceptual framework for and the development of integrated profit planning and control in business enterprises and not-for-profit organizations. 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 will also gain familiarity with modern quantitative techniques currently in use.

Prerequisite: Completion of Phase I or equiv.

535—ACCOUNTING SYSTEMS. (Formerly Accountancy 546A.) Today's business person requires a foundational knowledge of information systems and of their role in the performance of the accounting functions in the organization. This course will enable the student to interface with various types of accounting information systems and to participate in their design and audit. Topics to be discussed include advanced data processing concepts, systems concepts and techniques, internal control, and accounting procedures and controls.

Prerequisite: GSB 500, 511 or equiv.
536—OPERATIONAL AND INTERNALAUDITING. An advanced-level seminar in the current theory and practice of operational and internal auditing. Topical coverage includes in-depth analysis of the objectives and technologies, professional standards, and contemporary issues in the field, together with the influence of environmental factors, such as governmental regulation. Recent developments as reflected in authoritative literature are used to emphasize current concerns regarding internal administrative controls in business enterprises. This course is suggested as part of the preparation for the Certified Internal Auditor and Certified Management Accountant designations.

Prerequisite: Accy 503 or 547A or equiv.

537—FINANCIAL ACCOUNTING FOR NONPROFIT ORGANIZATIONS. An introduction to the financial accounting for municipalities, hospitals, colleges and universities, and other nonprofit organizations. The course presents an extended viewing of fund accounting, financial reporting, and presently existing pronouncements relevant to each type of the nonprofit organizations.

Prerequisite: Accy 541A or equiv.

538—MANAGEMENT ACCOUNTING FOR NONPROFIT ORGANIZATIONS. The use of management techniques for Nonprofit Organizations (e.g., municipalities, hospitals, colleges and universities, and others). Topics include cost accounting, relevant cost analysis, budgeting, capital budgeting, responsibility accounting, cost behavior analysis, performance evaluation, and cash management. The course involves the study of technical methods of management accounting and the analysis of case studies.

Prerequisite: Accy 537 and 542A 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, budgeting, and the use of cost data in product costing and managerial planning and control decisions. Familiarization with the contribution approach to income measurement and decision making. Exposure to cost allocation methods and their relevance for different purposes, and joint vs. by-product costing.

Prerequisite: Completion of GSB 504 or equiv.

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, and with post-optimality analysis of model solutions. Familiarization with network analysis in planning and control of complex projects. Exposure to budgeting and responsibility accounting, and decentralization and transfer pricing.

Prerequisite: GSB 501, 502, Acct. 542A or equiv.

NOTE: The letter "A" denotes M.S.A. courses. Enrollment in these classes by non-M.S.A. students requires permission.
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. This course has been renumbered. See ACC 535.

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—TAX TREATMENT OF INDIVIDUALS AND PROPERTY TRANSACTIONS. This course provides detailed coverage of the federal income tax treatment of individual taxpayers. It includes coverage of inclusions, exclusions, deductions, credits, rates of taxation and special tax computations. It also covers the tax aspects of property transactions and provides an introduction to tax research. (A student may not receive credit for this course if he or she will also receive credit for Accounting 584.)

Prerequisite: Completion of GSB 504 or equivalent.

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

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.

551A—TAX TREATMENT OF CORPORATIONS AND PARTNERSHIPS. This covers the federal income tax treatment of corporations and partnerships. It includes an exposure to estate and gift taxation. This course is a prerequisite for students in the M.S.T. Program not having the equivalent undergraduate course work in taxation. (A student may not receive credit for this course if he or she will also receive credit for Accounting 584.)

Prerequisite: Accounting 548A or its equivalent.
(The prerequisite does not apply to those enrolled in the M.S.T. Program)

552A—LEGAL AND ETHICAL ENVIRONMENT OF ACCOUNTING PRACTICE. This course covers aspects of the legal environment of special concern to accounting practitioners including: the ethical standards of auditing and tax practice; legal liability of accountants; contract law; property law; commercial paper; the laws of agency; sales laws and public regulation and disclosure laws.

Prerequisite: GSB 509 or equiv.

NOTE: The letter "A" denotes M.S.A. courses. Enrollment in these classes by non-M.S.A. students requires permission.
556—INTERNATIONAL ACCOUNTING AND TAXATION PRACTICES WORLDWIDE. The course examines the environmental factors (political philosophies, economic structures, legal systems, etc.) that shape the basic development patterns of accounting by country. It familiarizes the students with various harmonization attempts of international accounting and discusses the international differences in handling of inflation and the diversity in financial reporting and disclosure of information. Finally, it familiarizes students with taxing philosophies and practices by country and gives an overview of the US taxes assessed on revenues and earnings from multinational business.

Prerequisite: Completion of Phase I or equiv.

557—INTERNATIONAL ACCOUNTING ISSUES AND PROBLEMS OF MULTINATIONAL ENTERPRISES. The objectives of this course are to familiarize students with multinational enterprises and the accounting issues and problems peculiar to them. It will discuss therefore consolidation of foreign subsidiaries, foreign currency translations, foreign investment analysis and multinational risk management. This course will also deal with international transfer prices and the peculiarities of internal and external auditing in an international setting. Students will also become familiar with ethical and code of conduct considerations and with the accounting problems peculiar to developing nations.

Prerequisite: Completion of Phase I 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.

Prerequisite: Completion of Phase I 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 I 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 I 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 I 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 I or equiv., and Acct. 551A and Acct. 558T or equiv.

NOTE: The letter "T" denotes taxation courses.
564T—TRANSACTONS 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. 551A and Acct. 558T or equiv.

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

Prerequisite: Completion of Phase I or equiv., and Acct. 551A and Acct. 558T or equiv.

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

Prerequisite: Completion of Phase I or equiv., and Acct. 551A and Acct. 558T or equiv.

567T—INTERNATIONAL ASPECTS OF UNITED STATES TAXATION. This course covers the federal income taxation of United States persons on foreign-source income and of nonresident aliens and foreign corporations on United States-source income. Topics covered include, among others, the foreign tax credit, Domestic International Sales Corporations, Possessions Corporations, Sub-part F Income, and foreign personal holding companies.

Prerequisite: Completion of Phase I or equiv., and Acct. 551A and Acct. 558T or equiv.

568T—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.

NOTE: The letter "T" denotes taxation courses.
569T—CONCEPTS OF DEFERRED COMPENSATION. The nature, purpose and operation of the various forms of deferred compensation are examined and evaluated: employee pension; profit sharing and stock bonus plans; stock options; executive compensation plans; retirement plans for self-employed individuals; other plans.

Prerequisite: Completion of Phase I or equiv., and Acct. 551A 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. 551A and Acct. 558T or equiv.

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

Prerequisite: Completion of Phase I or equiv., and Acct. 551A and Acct. 558T or equiv.

572—DATA PROCESSING TOPICS. This course has been renumbered. See ACC 672.

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. 551A 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. This course has been renumbered. See ACC 675.

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 the principles are applied to other valuation areas such as blockage, marketability discounts, restricted stock (letter or contingent), allocation of purchase price, intangible assets (depreciable and non-depreciable) and analysis of financial statements.

Prerequisite: Completion of Phase I or equiv., and Acct. 551A and Acct. 558T or equiv.

NOTE: The letter “T” denotes taxation courses.
579—PROBLEMS IN SYSTEMS DESIGN AND MANAGEMENT. This course has been renumbered. See ACC 675.

579—GRADUATE SEMINAR IN SYSTEMS. This course has been renumbered. See ACC 679.

581T—TAXATION OF REAL ESTATE. An in-depth study of Federal Income Taxation as it relates to Real Estate including current issues and planning possibilities. Topics include consequences of acquisition and disposition, real estate development, leasing, mortgages and other financing devices, and forms of ownership of real estate.

Prerequisite: Accountancy 563T or equivalent.

582T—ADVANCED CONCEPTS IN INTERNATIONAL TAXATION. This advanced course is a companion offering to the introductory international taxation course (Accountancy 567T). In this course, planning issues and tax savings opportunities are emphasized in complex areas including source of income considerations, foreign tax credit matters, Subpart F issues and the tax matters of foreign corporations. In addition, tax treaty matters, international bribes and boycott sanctions and foreign currency translation issues are addressed.

Prerequisite: Acct. 567T or equiv.

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. 546A or Acct. 551A or their equivalents. (M.S.A. students may not take this course.)

Prerequisite: Completion of Phase I or equiv.

585—FINANCIAL REPORTS FOR INVESTORS. An advanced course 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.

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.

587—ACCOUNTING INFORMATION AND CAPITAL MARKETS. An introduction to financial statement analysis, capital market theory, and the applications of both to the interpretation of accounting information and to financial reporting policy. Emphasis is placed on empirical research relating accounting information and capital markets.

Prerequisites: Acct 509 or 543A or equiv.

NOTE: The letter "T" denotes taxation courses.
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. 551A 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. Capstone seminar for M.B.A. students with a concentration in Management Accounting. Attention is directed to current problems in financial, managerial, and other areas of accounting. Students learn to exercise judgment in the solution of accounting related problems by drawing upon their integrated and comprehensive body of accounting and related knowledge. This seminar involves extensive reading and research in the various data bases and literature of accountancy as well as the preparation, presentation and critique of formal reports and papers.

Prerequisite: Acct. 501, 502, 503 or equiv.

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 study of the quantitative and behavioral aspects of budgeting, financial planning and control. Topics include budgeting, forecasting, cost analysis, capital budgeting, transfer pricing, strategic planning and divisional performance evaluation. Exposure to special applications in non-profit organizations. Emphasis is placed on the use of accounting information for effective planning and control. (Enrollment is limited to students in the M.Acc. program.)

Prerequisite: Acct. 303 or 544A.

NOTE: The letter "T" denotes taxation courses.
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.

672—DATA PROCESSING TOPICS. (Formerly Acc./Mgt. 572.) 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 Mgt. 672.)

Prerequisite: GSB 500 or permission.

673—DATA BASE SYSTEMS. (Formerly Mgt. 573.) This course will provide 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. (Cross-listed with Mgt. 673.)

Prerequisite: Acc./Mgt. 672 and 676 or equiv. and permission.

674—BUSINESS SYSTEMS ANALYSIS AND DESIGN. (Formerly Mgt. 574.) 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. (Cross-listed with Mgt. 674.)

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

675—ADVANCED SYSTEMS TECHNIQUES. (Formerly Acc./Mgt. 575.) 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 Mgt. 675.)

Prerequisite: GSB 500 and Acc./Mgmt. 674 or equiv. or permission.
676—INFORMATION FOR MANAGEMENT DECISION-MAKING. (Formerly Mgt. 576.) 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 of characteristics of information, what management needs to know, levels of information, sources of information and effective organization of data and information. (Cross-listed with Mgt. 676.)

Prerequisite: Acc./Mgt. 674 or equiv.

677—PROJECT MANAGEMENT. (Formerly Mgt. 577.) 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. (Cross-listed with Mgt. 677.)

Prerequisite: Acc./Mgt. 674 or equiv. or permission.

678—PROBLEMS IN SYSTEMS DESIGN AND MANAGEMENT. (Formerly Acc./Mgt. 578.) 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 Mgt. 678.)

Prerequisite: GSB 500 and Acc./Mgt. 674 or equivalent or permission.

679—GRADUATE SEMINAR IN SYSTEMS. (Formerly Acc./Mgt. 579.) 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 Mgt. 679.)

Prerequisite: Permission.

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.)

699—PRACTICUM IN ACCOUNTING RESEARCH METHODS. To introduce students to research methods in general and to applications in accounting in particular. To enable students to a) critically evaluate reported research results and b) design and carry out a research project. (Enrollment is limited to students in the M.Acc. program.)

Prerequisite: Fifth year student.
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 resolve 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 and GSB 512 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 and GSB 512 or equiv.

509—BUSINESS CONDITIONS ANALYSIS. Examines the economist's measurement, analysis, and forecasts of the economy and relates various macroeconomic topics to the needs of the business sector. Topics include: economic methodology and method; GNP, the models of macroeconomic activity; analysis of consumption, investment, and government spending and finance; business cycles; macroeconomic problems and policies; and international economic activity.

Prerequisite: Completion of Phase I and GSB 512 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 and GSB 512 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 and GSB 512 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 and GSB 512 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 and GSB 512 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, macroeconomic 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: Completion of Phase I and GSB 512 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. (Cross-listed with Mgt 518.)

Prerequisite: Completion of Phase I and GSB 512 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 and GSB 512 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 and GSB 512 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 and GSB 512 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 and GSB 512 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 and GSB 512 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 and GSB 512 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 and GSB 512 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 program-
ing, game theory, input-output analysis, growth theory, and inventory and portfolio analysis.

Prerequisite: Completion of Phase I and GSB 512 or equiv.

581—MATHEMATICS FOR ECONOMICS AND BUSINESS II. This course is a continua-
tion of Economics 380. Areas of concentration will include: a survey of the
relevant concepts of both differential and integral calculus, differential equa-
tions, difference equations, and the mathematics of statistical inference.

Prerequisite: Completion of Phase I and GSB 512 or equiv.
and Econ. 380

599—TOPICS IN ECONOMICS. This course seeks to integrate and unify economic
theory and history and empirical economics. The logical structure of eco-

nomic 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 and GSB 512 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 and Management. 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 pre-
vious course work.) The Coordinator for this program is Dr. Bala Batavia.

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 num-
ber 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. Prerequisites do not count

ward the minimum requirements.

(4) Completion of a minimum of twelve courses in Phase II.

(5) Electives as directed by the Graduate School of Business and approved by the
Coordinator to fulfill the minimum number of courses for Phase II and for the
total degree program.
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 and GSB 512 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:

**Economics — 505, 511, 512, 580,** and
**Management — 510, 581, 582, 598.**
FINANCE

DEPARTMENT

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 insure 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 513 if they have room in their programs for an additional elective 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 two additional finance courses 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.

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 I or equiv.

511—CONTEMPORARY ISSUES IN MONETARY AND FISCAL 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 I or equiv.

513—MONEY AND CAPITAL MARKETS. Money and capital markets: economic forces that influence them; appropriate strategies of financial managers in participating in these markets.

Prerequisite: Completion of Phase I 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 I 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.

527—STOCK OPTIONS. Development and application of the theory of option pricing. Emphasis is placed on the valuation of stock options using current valuation models. Current literature, dealing with significant empirical studies of option pricing, is reviewed and evaluated.

Prerequisite: Fin. 523.

529—FINANCIAL FUTURES. Financial futures offer a market participant a means for hedging against interest rate risk. As interest rate volatility has increased in recent years, the financial futures markets have become a major factor in the financial market spectrum. This course develops a fundamental understanding of the futures markets; including (1) the mechanics of the market, (2) hedging applications, (3) theory of futures market pricing, and (4) the relation between interest rate movements in the underlying markets and the associated futures markets.

Prerequisite: Phase I 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 I or equiv.


Prerequisite: Completion of Phase I 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.


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 this 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 topics 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.

560—BUSINESS INSURANCE. An introduction to commercial property and casualty insurance concepts. Examines the techniques for transferring the firm's potential economic loss exposures as well as basic contracts, underwriting techniques, and evaluation of the use of the contracts from the manager's point of view.

Prerequisite: Completion of Phase I or equiv.

561—INSURED EMPLOYEE BENEFITS. An introduction to insured employee benefits including life, health, disability and retirement programs. Examines the techniques for transferring a firm's potential personnel loss exposures from a manager's point of view.

Prerequisite: Completion of Phase I or equiv.
562—CORPORATE RISK MANAGEMENT. An introduction to the risk management decision making process in the business firm including both insurance and non-insurance techniques. Covers the theory of static risk, recognition and analysis of loss exposures, selection of risk management criteria, alternative techniques for treating risk, and methods to implement and monitor risk management and insurance programs.

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.

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.

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.

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.

GSB

GSB 557—INTERNATIONAL BUSINESS STUDIES PROGRAM. This travel program is designed to provide students with the opportunity to study international business operations of America and foreign multi-national firms. Selected participants examine the business problems of international businesses by meeting with executives and other personnel that manage and operate in both large and small firms overseas. Participants pay all travel and living expenses. Offered in Summer Session I only. Application forms available at start of Winter Quarter. Contact Dr. Bala Batavia, Coordinator of the program.

Prerequisite: Graduate Standing and permission.
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 599 and three 500 level Management courses dealing with human resources, chosen from the following: Mgt. 522, 523, 525, 526, 560, and either 561 or 562 (but not both).

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, to be selected from Mgt. 580, 581, 582, 590 or another course approved by the Chairman of the Department. Suggested electives include Finance 561, and also Mgt. 540 if there is room in the student's program for an additional elective beyond those which have to be outside the area of concentration.

SYSTEMS — The Systems concentration has been renamed Management Information and Decision Support Systems, and the courses for the concentration have been renumbered — see page 18.
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.

518—LABOR FORCE ANALYSIS AND LABOR-MARKET THEORY. Cross-listed with Econ. 518. For course description, see Econ. 518.

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. (This course may not be taken by students who are concentrating in Human Resources Management.)

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.

522—HUMAN RESOURCE PLANNING. Special emphasis is given to the systems, techniques, and programs required to plan for the future people requirements of an organization. The latest forecasting techniques, assessment programs, job analysis systems and legislation related to human resource planning are discussed. The integration of the human resource planning function with business planning is discussed.

Prerequisite: Completion of Phase I or equiv.

523—RECRUITMENT AND SELECTION. An advanced study of the current recruitment and selection practices of organizations in both the public and private sectors. Emphasis is placed on common tests that are used and an examination of these tests for applicability in specific situations. Legislation related to EEO and Affirmative Action programs are also discussed.

Prerequisite: Completion of Phase I or equiv.

525—TRAINING AND CAREER DEVELOPMENT. An intensive study of personnel training and 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: Completion of Phase I or equiv.
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. A seminar providing students the opportunity to develop an understanding of the complex process of communication and to prepare themselves to accomplish the written and oral communication tasks awaiting them as managers. Emphasis on the practical aspects of effective communication: organization of material, clarity of presentation, directness, and conciseness.

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 tapes of problems at various levels within the organization.

Prerequisite: Completion of Phase I or equiv.

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: Completion of Phase I 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: Completion of Phase I or permission of instructor.

572—DATA PROCESSING TOPICS. This course has been renumbered. See MGT 672.

573—DATA BASE SYSTEMS. This course has been renumbered. See MGT 673.

574—BUSINESS SYSTEMS ANALYSIS AND DESIGN. This course has been renumbered. See MGT 674.

575—ADVANCED SYSTEMS TECHNIQUES. This course has been renumbered. See MGT 675.

576—INFORMATION FOR MANAGEMENT DECISION-MAKING. This course has been renumbered. See MGT 676.

577—PROJECT MANAGEMENT. This course has been renumbered. See MGT 677.

578—PROBLEMS IN SYSTEMS DESIGN AND MANAGEMENT. This course has been renumbered. See MGT 678.

579—GRADUATE SEMINAR IN SYSTEMS. This course has been renumbered. See MGT 679.

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.
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 recent research contributions in the field of management theory and organizational behavior. A research paper on a selected topic of organization or management will be required. An option is available to conduct empirical research or to compile research results of existing studies in testing several hypotheses.

Prerequisite: Permission of instructor.

672—DATA PROCESSING TOPICS. (Formerly Acc./Mgt. 572.) Cross-listed with Acc. 672. For course description, see Accountancy 672.

673—DATA BASE SYSTEMS. (Formerly Mgt. 573.) Cross-listed with Acc. 673. For course description, see Accountancy 673.

674—BUSINESS SYSTEMS ANALYSIS AND DESIGN. (Formerly Mgt. 574.) Cross-listed with Acc. 674. For course description, see Accountancy 674.

675—ADVANCED SYSTEMS TECHNIQUES. (Formerly Acc./Mgt. 575.) Cross-listed with Acc. 675. For course description, see Accountancy 675.

676—INFORMATION FOR MANAGEMENT DECISION-MAKING. (Formerly Mgt. 576.) Cross-listed with Acc. 676. For course description, see Accountancy 676.

677—PROJECT MANAGEMENT. (Formerly Mgt. 577.) Cross-listed with Acc. 677. For course description, see Accountancy 677.

679—GRADUATE SEMINAR IN SYSTEMS. (Formerly Acc./Mgt. 579.) Cross-listed with Acc. 679. For course description, see Accountancy 679.

The Management Department offers the following graduate elective courses in Business Law.

BLW 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.
BLW 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.

BLW 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.
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 customer 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 525: 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:

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The student interested in advertising, sales promotion, or personal sales may consider focusing on the MARKETING COMMUNICATIONS career area. That student might take his three additional Marketing requirements from the following courses.
Marketing courses recommended in addition to Marketing 525 (choose three out of these four):

- Mkt. 545 Consumer Behavior
- Mkt. 571 Management of the Sales Force
- Mkt. 575 Marketing Communications
- Mkt. 576 Marketing Communications Management

Electives selected from:

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

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The student who is interested in analyzing market characteristics and sales figures 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 (choose three out of these four):

- Mkt. 526 Marketing Research II
- Mkt. 527 Marketing Models
- Mkt. 540 Sales Forecasting
- Mkt. 545 Consumer Behavior

Elective courses selected from:

- GSB 520 Analytical Methods
- Mgt. 672 Data Processing Topics
- Mgt. 673 Data Base Systems
- Mgt. 674 Business System Analysis and Design
- Mgt. 675 Advanced System Techniques
- Mgt. 676 Information for Management Decision-Making
- Mgt. 677 Project Management
- Mgt. 582 Application of Quantitative Methods in Decision Making

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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 (choose three out of these seven):

- Mkt. 535 Marketing Strategies and Planning
- Mkt. 537 New Product Development
- Mkt. 538 Channels of Distribution Management
- Mkt. 550 Industrial Marketing
- Mkt. 567 International Marketing
- Mkt. 568 Cases in International Marketing
- Mkt. 593 Marketing for Non-Profit Organizations

Additional marketing course should be selected according to student interest.

Elective courses selected from:

- Acc. 503 Accounting Information Systems and Auditing
- Acc. 533 Financial Planning and Control
- Acc. 586 Financial Management and Control
- Fin. 551 Problems in Corporate Finance Policy
- Mgt. 531 Communication for Managers
- Mgt. 553 Advanced Organization Theory
- Mgt. 677 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. 650
twice a year. Marketing 526 and 576 are usually offered in the Spring.

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 quan-
titative 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 and
fused 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.

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 pro-
ducts 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 applica-
tions 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 tech-
niques that attempt to explain consumer behavior. The course consists of lec-
ture-discussions of behavioral theories, the empirical findings of contempo-
rary 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.

588—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: GSB 515, and 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 COMMUNICATIONS. A study of the theories and techniques applicable to the development of the promotional mix. Class consists of analysis of development of objectives, budgets, message and media design, and measuring the effectiveness of these for advertising, sales promotion, and personal

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

576—MARKETING COMMUNICATIONS 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.

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.
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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

MARTHA PITMAN ............................................. Assistant Professor of Accounting
M.B.A., Eastern Illinois University; CPA (Illinois)
DAVID PLATEK                                Assistant Professor of Business Law
                                    J.D., John Marshall Law School
WILLIAM M. POPPEI                     Associate Professor of Finance
                                    M.B.A., University of Chicago
ALEXANDROS PREZAS                    Assistant Professor of Finance
                                    Ph.D., Northwestern University
GERARD V. RADICE                      Instructor of Accountancy
                                    M.B.A., University of Chicago; CPA (Illinois)
HELENE M.A. RAMANAUSKAS-MARCONI      Professor of Accountancy
                                    Ph.D., Maxmillian University (Munich); M.B.A., Northwestern University; CPA (Illinois)
MARSHALL REAVIS                      Associate Professor of Finance
                                    Ph.D., University of Georgia; CPCU; AFS
DAVID J. ROBERTS                     Assistant Professor of Accountancy
                                    J.D., M.S.T., DePaul University; CPA (Illinois)
HARVEY ROSENBLUM                     Lecturer in Finance
                                    Ph.D., M.A., University of California
LARRY B. RUDMAN                      Adjunct Assistant Professor
                                    M.S.T., DePaul University; CPA (Illinois)
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                                    Ph.D., Cornell University
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                                    M.S.T., DePaul University; CPA (Illinois)
DAVID S. SCHAPPI                     Lecturer in Accountancy
                                    J.D., Indiana University
DONALD SHANNON                       Associate Professor of Accountancy
                                    Ph.D., University of Kentucky; CPA (Illinois)
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                                    LL.M., New York University
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                                    Ph.D., University of Illinois; M.B.A., DePaul University; CPA (Illinois)
MICHAEL SIBLET                       Assistant Professor of Business Law
                                    J.D., Northwestern University
ADOLOPH 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
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                                    Ph.D., University of Louvain
W. MARK SUKELE                      Associate Professor of Management
                                    D.B.A., M.B.A., Indiana University
HOWARD A. SULKIN                    Professor of 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 WILTGEN .................................... Associate Professor of Economics
Ph.D., University of Illinois; M.A., Western Michigan University

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

EARL YOUNG ........................................... Assistant Professor of Management
Ph.D., M.S., Northwestern University; M.B.A., University of Chicago

PROFESSORS EMERITI

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

JAMES A. HART ......................................... Professor of Finance
Ph.D., M.A., Fordham University; J.D., Georgetown University

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

EUGENE J. MULDOON .................................. Professor of Finance
M.B.A., New York University

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

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

WALTER YOUNG ........................................ Professor of Accountancy
M.B.A., Northwestern University; LL.B., Kent College of Law; CPA (Illinois)
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Dean and Professor
(ex officio)
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 Director 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 $25 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 1982-83 academic year, the GMAT will be given on Saturday, October 23, 1982, Saturday, January 29, 1983, Saturday, March 19, 1983 and Saturday, June 18, 1983. 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 local ETS 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.

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 60604; (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 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 com-
pleted within the required period of time the INCOMPLETE grade will 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. Col-
lege 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 Director of the Graduate School of Business.

READMISION

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 towards 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 Director of G.S.B. 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 student'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 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 $520.00
- Other courses in the 100-200 series — per quarter hour 94.00a
- Other courses in the 300-400-600 series — per course 520.00

Service Fee for Deferred Payment Plan 20.00
Deferred Payment Delinquency Fee 30.00
Graduate Application Fee (non-refundable) 25.00
Registration Fee (non-refundable) 10.00
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 charge 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 second week will be assessed the $20.00 Deferred Payment Service Fee.

- 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 Director. 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 charge 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 affecting 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 at the Office of Financial Aid 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 $3200-$3500 and include a full tuition grant. Applicants should address their inquiries to the chairman of the appropriate department.

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

LOANS

There are three loan programs available to students:

A. NATIONAL DIRECT STUDENT LOANS

B. ILLINOIS STATE GUARANTEED LOANS

C. FEDERALLY INSURED LOANS

For information on these loan programs, contact the Office of Financial Aid.

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.

RESIDENCE LIFE

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 Residence Life Office, 2312 North Clifton, Chicago, Illinois 60614. Phone: (312) 321-8020.

CAMPUS MINISTRY

Campus Ministry is committed to the ongoing process of clarifying the God-given dignity and potentiality for the growth and development of the human person. Listening to your life experiences, hopes, dreams, fears, and questions, Campus Ministry can support you in your education at DePaul. Offices on the Lincoln Park Campus are located on the second floor of the Harold L. Stuart Center, as well as on the second floor of Francis A. McGaw Hall, and at the Lewis Center, Room 1617. Daily Mass and Sunday Mass are offered on both campuses. For information call 321-7986 or 321-7859.

GSB ALUMNI COUNCIL

Composed of graduates of the Graduate School of Business who seek to be particularly active in their support of DePaul University, the GSB Alumni Council sponsors an annual reception for the year's graduating class. The Council also presents the annual Gus Economos Distinguished Teaching Award, named after the late professor of Marketing, to an outstanding teacher selected by GSB students.

BETA GAMMA SIGMA

Beta Gamma Sigma is a national honorary fraternity in business whose local chapter is the Delta of Illinois Chapter. Outstanding graduate and undergraduate students are initiated into the fraternity each spring. The Chapter hosts the presentation of the annual Lawrence W. Ryan Distinguished Teaching Award named after the late professor of business law and bestowed upon an outstanding teacher in the College of Commerce.

GSB EXECUTIVE DEVELOPMENT PROGRAM

The Graduate School of Business from time to time sponsors one or two-day seminars for executives and specialists on topics of interest and importance to the business world. These programs aim to serve the business community and to continue the professional education of our graduates.
REPRESENTATIVE NEW STUDENT ENROLLMENT

1981-82

Arizona State University
Arkansas State University
Augustana College (Illinois)
Babson College
Ball State University
Boston University
Bowling Green State University
Bradley University
Brigham Young University
Brown University
Bucknell University
Case Western Reserve University
Chicago State University
Coe College
College of Saint Thomas
DePaul University
DePauw University
Drake University
Eastern Illinois University
Elmhurst College
Ferris State University
Florida Atlantic University
Glassboro State College
Governors State University
Heidelberg College
Illinois Benedictine College
Illinois Institute of Technology
Illinois State University
Illinois Wesleyan University
Indiana University
Indiana University—Northwest
Iowa State University
John Carroll University
John Marshall Law School
Johns Hopkins University
Kent State University
Kenyon College
Knox College
Lake Forest College
Lewis University
Louisiana Tech University
Loyola University of Chicago
Luther College
Mankato State University
Marquette University
Miami University (Ohio)
Michigan State University
Mundelein College
North Carolina State University
Northeastern Illinois University
North Park College
Northern Illinois University
Northwestern University
Ohio State University
Oklahoma State University
Pennsylvania State University
Purdue University
Rockhurst College
Roosevelt University
Rosary College
Saint Norbert College
Saint Xavier University
Seton Hall University
Southern Illinois University
Syracuse University
Texas Christian University
United States Naval Academy
University of California
University of California at Los Angeles
University of California at Riverside
University of California at Santa Barbara
University of Cincinnati
University of Chicago
University of Colorado
University of Connecticut
University of Dayton
University of Houston
University of Illinois
University of Iowa
University of Kentucky
University of Maryland
University of Massachusetts
University of Michigan
University of Mississippi
University of Missouri
University of Notre Dame
University of Rhode Island
University of Southern California
University of Texas
University of Utah
University of Washington
University of Wisconsin-Green Bay
University of Wisconsin-Madison
University of Wisconsin-Milwaukee
University of Wisconsin-Whitewater
Valparaiso University
Western Illinois University
Westminster College
Wichita State University
Winston-Salem State University
### Autumn Quarter 1982-83

<table>
<thead>
<tr>
<th>Month</th>
<th>Dates</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>August</td>
<td>4-19</td>
<td>Wednesday: Thursday Early/Mail registration for Autumn Quarter. Consult schedule for detailed instructions.</td>
</tr>
<tr>
<td>September</td>
<td>2</td>
<td>Thursday: In-person registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Wednesday: Autumn Quarter begins. Change of courses. Late registration.</td>
</tr>
<tr>
<td>October</td>
<td>8</td>
<td>Friday: Final date for filing for November Credit-by-Examination. Last day to change to auditor status.</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Monday: St. Vincent DePaul Day, Holiday — no classes.</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>Monday: Final date for filing for February Convocation.</td>
</tr>
<tr>
<td></td>
<td>18-23</td>
<td>Monday-Saturday: Mid-point of quarter, mid-term examinations.</td>
</tr>
<tr>
<td>November</td>
<td>8</td>
<td>Monday: Last day to withdraw from class.</td>
</tr>
<tr>
<td></td>
<td>8-19</td>
<td>Monday-Friday: Early/Mail registration for Winter Quarter. Consult schedule for detailed instructions.</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Saturday: Administration of Credit-by-Examination.</td>
</tr>
<tr>
<td></td>
<td>24-28</td>
<td>Wednesday-Sunday: Thanksgiving Holidays.</td>
</tr>
<tr>
<td>December</td>
<td>4</td>
<td>Monday-Saturday: Final examinations for Autumn Quarter.</td>
</tr>
</tbody>
</table>

### Winter Quarter

<table>
<thead>
<tr>
<th>Month</th>
<th>Dates</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>December</td>
<td>7</td>
<td>Tuesday: In-person registration for graduate students.</td>
</tr>
<tr>
<td>January</td>
<td>4</td>
<td>Tuesday: Winter Quarter begins. Change of courses. Late Registration.</td>
</tr>
<tr>
<td>(1983)</td>
<td>24</td>
<td>Monday: Last date to change to auditor status.</td>
</tr>
<tr>
<td>February</td>
<td>1-7</td>
<td>Tuesday-Monday: Mid-point of quarter, mid-term examinations.</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Sunday: Mid-Year Convocation.</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Friday: Final date for filing for June Convocation.</td>
</tr>
<tr>
<td></td>
<td>14-25</td>
<td>Monday-Friday: Early/Mail registration for Spring Quarter. Consult schedule for detailed instructions.</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>Monday: Last date to withdraw from classes.</td>
</tr>
<tr>
<td>March</td>
<td>8</td>
<td>Tuesday: Reading or Make-up Day.</td>
</tr>
<tr>
<td></td>
<td>9-15</td>
<td>Wednesday-Tuesday: Final examinations for Winter Quarter.</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Tuesday: Winter Quarter ends.</td>
</tr>
</tbody>
</table>

### Spring Quarter

<table>
<thead>
<tr>
<th>Month</th>
<th>Dates</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>17</td>
<td>Thursday: In-person registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>28</td>
<td>Monday: Spring Quarter begins. Change of courses. Late registration.</td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>Thursday: Easter holidays begin after last class.</td>
</tr>
<tr>
<td>April</td>
<td>4</td>
<td>Monday: Classes resume. Final Date for filing for Credit-by-Examination.</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>Monday: Last date to change to auditor status.</td>
</tr>
<tr>
<td></td>
<td>25-30</td>
<td>Monday-Saturday: Mid-point of quarter, mid-term examinations.</td>
</tr>
<tr>
<td>May</td>
<td>2-27</td>
<td>Monday-Friday: Early/Mail registration for Summer Sessions. Consult schedule for detailed instructions.</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Saturday: Administration of Credit-by-Examination.</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>Monday: Last day to withdraw from class.</td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>Monday: Memorial Day — no classes.</td>
</tr>
<tr>
<td>June</td>
<td>6-11</td>
<td>Monday-Saturday: Final examinations for Spring Quarter.</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Saturday: Spring Quarter ends.</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Sunday: Convocation.</td>
</tr>
</tbody>
</table>

### Summer Sessions

<table>
<thead>
<tr>
<th>Month</th>
<th>Dates</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June</td>
<td>9</td>
<td>Thursday: In-person registration for the first session.</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>Monday: First Summer Session begins. Change of courses. Late registration.</td>
</tr>
<tr>
<td></td>
<td>29</td>
<td>Wednesday: Last day to change to auditor status for the first session.</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Wednesday: Last day to withdraw from first session classes.</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>Thursday: In-person registration for the second session.</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>Saturday: First Summer Session ends.</td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>Monday: Second Summer Session begins. Change of courses. Late registration.</td>
</tr>
<tr>
<td>August</td>
<td>3</td>
<td>Wednesday: Last day to change to auditor status for the second session.</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>Wednesday: Last day to withdraw from second session classes.</td>
</tr>
<tr>
<td></td>
<td>27</td>
<td>Saturday: Second Summer Session ends.</td>
</tr>
</tbody>
</table>
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Graduate School of Business
25 East Jackson Boulevard
Chicago, Illinois 60604
312/321-7810