DePaul University Bulletin
Graduate School of Business
1984-85

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.
M.B.A./M.A.

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Accreditation

DePaul University is accredited by:
The American Assembly of Collegiate Schools of Business
The American Bar Association
The American Chemical Society
The American Medical Association, Council on Medical Education
The American Psychological Association
The Committee on Allied Health Education
The National Association of Schools of Music
The National Council for Accreditation of Teacher Education
The National League for Nursing
The North Central Association of Colleges and Secondary Schools

DePaul University is on the approved list of:
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The Illinois Department of Registration and Education
The Illinois Office of Education, State Teacher Certification Board
The National Association for Music Therapy
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DePaul is a member of:
The American Association of Colleges for Teacher Education
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Campus Locations

The Graduate School of Business offers courses at our Loop Campus as well as at three conveniently located Off-Campus locations.

**CHICAGO**  (Loop Campus)
Frank J. Lewis Center
25 East Jackson Boulevard, Chicago
(Full program of 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
4710 West Harrison Street, Hillside
(Limited course offerings)

A number of GSB courses are offered at the suburban locations. Whenever such courses pertain to their individual curriculum requirements, students may begin or continue to take course work to fulfill their degree requirements at a location convenient to their home or work. However, all students must complete at least part of their course work at the Loop Campus since specialization courses are offered only at this site. All students must register through the Loop 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.
Graduate
School of
Business

Brother Leo V. Ryan, C.S.V., Dean

DePaul: Developing Chicago's Business
Leaders for More Than Seven Decades

This year marks the 71st anniversary of DePaul University's College of Commerce and the 36th year of its graduate programs 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 programs 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, in cooperation with the School of Accountancy, is committed to providing quality accelerated professional programs for both the full-time and part-time student. These programs are designed for and responsive to the needs of men and women seeking to assume, advance or excel in managerial or specialized positions within the private or public sectors of business or the professions.

Specifically, these programs lead to the following degrees:
- Master of Business Administration (M.B.A.)
- Master of Science in Accountancy (M.S.A.)
- Master of Science in Taxation (M.S.T.)
- Master of Accountancy (M.Acc.)

or to the combined degrees of:
- Master of Business Administration and Juris Doctor (M.B.A./J.D.)
- Master of Science in Accountancy and Juris Doctor (M.S.A./J.D.)
- Master of Business Administration and Master of Arts (M.B.A./M.A.)

Each degree program involves two phases: courses in the Common Body of Knowledge (Phase I) and advanced courses in either one or more functional areas of business or the professions (Phase II).

The objectives of Phase I are to provide students with
- a knowledge of the general theories in the major functional areas of business
- an understanding of the quantitative methods of analysis necessary to resolve business problems
- a broad understanding of the behavioral, ethical, and environmental ramifications of business decisions.

The objectives of Phase II vary according to the degree program chosen by the student. Generally, however, the advanced portion of the student's program of study is designed to provide
- testing of the student's ability to research and integrate large quantities of knowledge from either one or several areas of business or the professions
- applications of general theories and methods of analysis to a variety of business and professional situations to arrive at sound managerial judgments and decisions
- awareness of the latest technical and informational developments in various business and professional fields.

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

A student who has the equivalent of Phase I begins the 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,

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 the 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 266 or 303 including at least 30 quarter hours of undergraduate study at DePaul University.
- OR
- Graduates with a bachelor's degree with a major in accounting from an accredited university.

Candidates who fall in one of the above categories are considered on an individual basis and must demonstrate above average academic achievement or ability as indicated by the following:
1. Overall undergraduate grade point average (at DePaul University if a DePaul undergraduate).
2. Scores on the Graduate Management Admission Test (GMAT).
3. Accounting grade point average.
4. Two letters of recommendation. DePaul students should obtain letters from two accounting faculty members.
5. A personal interview with the admissions committee of the School of Accountancy.

The M.Acc. is designed as a full-time program offered primarily 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; 312 341-6832.

COMBINED GRADUATE BUSINESS AND PHILOSOPHY PROGRAM

DePaul University's Graduate Division of Liberal Arts and Sciences and the Graduate School of Business have designed a program which combines study in philosophy (with specific emphasis on business ethics) with study in business leading to the Master of Arts and the Master of Business Administration degrees. The M.A./M.B.A. program recognizes the increasing concern of the public and the business community with ethical issues. The integrated curriculum combines the strengths of the two disciplines and enables the student to obtain the two degrees simultaneously at a considerable reduction in time.

Admittance into both the Graduate Division of Liberal Arts and Sciences and into the Graduate School of Business is required, and then the applicant must also be accepted by the joint committee which coordinates the M.A./M.B.A. curriculum. The program is restricted to highly qualified and motivated students.

Additional information may be obtained by requesting the brochure on this combined program from either college.

For information on admission to the Graduate Division of Liberal Arts and Sciences, contact Rm. 1603 Lewis Center, 25 E. Jackson Blvd., Chicago, IL 60604; 312 341-8870.
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 Contemporary 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 taken at a four year college or university.

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 and one course in Marketing Management both 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 GSB 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 coursework 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 12 - 13.)

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.

Concentration

Four courses (or in some cases five or six courses) to be selected with the approval of the department chairman or program administrator. The student must declare one (and only 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 Management Accounting, the concentration consists of five or six courses. In the case of Management Information and Decision Support Systems, the concentration consists of six courses. In the case of International Business, the concentration consists of five courses. In the case of Quantitative Methods, the concentration consists of six courses. In the case of Operations Management, the concentration consists of five courses.)

Electives

Usually two or more courses to be taken outside the department of concentration. (This number will 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, 530, 540, 556, 557, or 558. Any course which duplicates previous successful course work should not be chosen.

M.B.A. Degree Requirements

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

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 10).
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 Management Information and Decision Support Systems or eleven courses in Phase II with a concentration in Management Accounting or International Business or Operations Management.)

** Additional prerequisite courses may be recommended to strengthen background for certain programs or choices of courses. 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)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acct. 541A</td>
<td>Financial Accounting Theory and Practice I</td>
</tr>
<tr>
<td>Acct. 542A</td>
<td>Introduction to Cost Accounting and Managerial Uses of Cost Data</td>
</tr>
<tr>
<td>Acct. 543A</td>
<td>Financial Accounting Theory and Practice II</td>
</tr>
<tr>
<td>Acct. 544A</td>
<td>Advanced Models and Problems in Cost and Income Determination and Decision Making</td>
</tr>
<tr>
<td>Acct. 545A</td>
<td>Advanced Topics in Accounting Theory</td>
</tr>
<tr>
<td>Acct. 547A</td>
<td>Audit and Regulation of Corporate Financial Reporting</td>
</tr>
<tr>
<td>Acct. 548A</td>
<td>Tax Treatment of Individuals and Property Transactions</td>
</tr>
<tr>
<td>Acct. 550A</td>
<td>Advanced Topics in Auditing</td>
</tr>
<tr>
<td>Acct. 551A</td>
<td>Tax Treatment of Corporations and Partnerships</td>
</tr>
<tr>
<td>Acct. 552A</td>
<td>Legal and Ethical Environment of Accounting Practice</td>
</tr>
</tbody>
</table>

Two additional graduate courses 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 department courses offered by Accountancy, Economics, Finance, Management, or Marketing or GSBS 520, 530, 540, 556, 557, or 558. Any course which duplicates previous successful course work should not be chosen. Other non-duplicatory Phase II GSBS courses may be used as electives only with written permission of the GSBS Director.

**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 10).
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 offered by Economics, Finance, Management, or Marketing or GSB 520, 530, 540, 556, 557 or 558. (A non-tax elective from Accountancy may be chosen only as a second elective and only with approval.) Any course which duplicates previous successful course work should not be chosen. Other non-duplicatory Phase II GSB courses may be used as electives only with written permission of the GSB Director.

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 10).
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

Area of Specialization and Electives as approved by the M.Acc. Program Administrator (7 courses)

Four graduate accounting courses in one area of specialization: M.Acc. students may select an area of specialization in (1) taxation, (2) management information and decision support systems (MIS/DSS), or (3) another area as approved.

Three graduate business courses:
M.Acc. students may select courses in Economics, Finance, Marketing or Management. These course selections must be approved by the M.Acc. Program Administrator.

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 10).
3. Completion of a minimum of thirteen courses in Phase II as outlined above.
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 students with: 1) a knowledge of the general theories in the major functional areas of business, 2) the quantitative tools necessary to analyze business problems and 3) an understanding of the behavioral considerations and environmental ramifications of business decisions.

These courses may not be required if a student has had equivalent academic course work as indicated on page 10. 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 should not take the course but 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, 530, 540, 556, 557 and 558 are offered for elective credit where applicable. GSB 520 is required for the Quantitative Methods concentration. GSB 530 may be recommended as an elective for those students concentrating in Management Information and Decision Support Systems. GSB 556, 557 or 558 may be used as part of the concentration in International Business.

No course should be taken which duplicates previous successful course work. GSB courses not indicated as required or approved on the student's evaluation sheet may not be taken for degree credit.

All GSB courses, except GSB 520, 530, 540, 556, 557 and 558 will be offered each term.

GSB 500 Information Systems and Technology. Introduction to the computer, business data processing, and Management Information Systems, including the 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. Students get hands-on computer experience using the programming language BASIC. 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 macroeconomics required for competent decision making are explored. Economics, and the economic problem, are defined, and the micro issues of demand and supply, elasticity, cost, pricing, and distribution are covered as one explanation of economic activity inside the firm. In the macro area, emphasis is placed on measurement of economic activity, simple models of national output, fiscal and monetary policy, and inflation and unemployment. 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 are applied to 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 application of the rules of the more specialized business contracts, namely, real and personal property, commercial paper, sales, and the laws of the agency. Landmark decisions in each of these areas will be discussed in exemplifying the manner in which 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 through 509 and GSB 313 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. Specific topics include: consumer demand analysis and estimation; elasticity; the theory of production; cost structure and estimation; constrained profit maximization; and the effect of market structure on pricing, output and profit. 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; business investment opportunities; and international financial relations. 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/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 530 Business Applications Programming in COBOL. An introduction to programming concepts using COBOL. This course will consider programmed solutions to business-related problems, including the processing of data from simple files and the preparation of edited reports. Hands-on experience will be provided through the use of the University's computing facility. Offered Autumn and Spring. Prerequisite: GSB 500 or equiv.
GSB 540 Great Ideas, Business and Society. An in-depth study, using primary sources of the basic ideas aspirations, values – goods in the highest sense – which humanity strives to attain and which constitute fundamental and challenging demands on the world of business and its managers and their policies and decisions. Offered at least once a year. Prerequisite: Graduate Standing.

GSB 556 Cultural and Geo-Political Factors Affecting International Business. Analysis of major geographical factors affecting current economic, demographic, environmental and cultural conditions in those countries most involved in U.S. foreign trade. Guest lectures, comprehensive maps and pertinent media presentations supplement weekly class discussions, directed by an instructor with first-hand knowledge of nearly all of these countries. Offered Autumn. Prerequisite: Graduate Standing.

GSB 557 European Comparative Business Practices I. The purpose of this seminar is to provide the student with an on-site introduction to the cultural, business and economic environment, and business practices in certain West European countries. The countries visited during recent years were Belgium, England, France, and the Netherlands. Selected students participate in seminars arranged with senior management and other personnel of a variety of organizations, including U.S. and European multinational firms and their subsidiaries, European private and public enterprises and European educational institutions. These organizations cover the areas of accounting, commercial and central banking, marketing, manufacturing, insurance, business journalism, and consulting. Participants pay all travel and living expenses. Offered in Summer Session I only. Application for the program must be made during Autumn Quarter. Contact Dr. Bala Batavia, Director of European Seminar. Prerequisite: Graduate Standing and Permission.

GSB 558 European Seminar: Comparative Business Practices II. This course is to be taken concurrently with GSB 557. Students will be required to complete an in-depth research paper in an international business area approved by the Director of the Seminar. Information gathered during the seminars with various organizations in Europe must also be incorporated into the research paper. Prerequisite: Concurrent registration of GSB 557.
Known for its innovative programs in accounting, the School of Accountancy has been a major source of graduates for professional accounting careers in public accounting, business and industry, and the public sector. The School is a 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 students, the public interest and the profession of Accounting 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 with education in accounting that services needs including courses for continuing education and professional certification.
- promoting applied and theoretical research of significance to the accounting profession and the underlying accounting discipline.

The School of Accountancy offers the following graduate degree programs through the Graduate School of Business:

M.B.A. — Management Accounting concentration
M.B.A. — Management Information and Decision Support Systems concentration
Master of Science in Accountancy
Master of Science in Taxation
Master of Accountancy
M.B.A. — Management Accounting

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. The program has sufficient depth to permit specialization in accounting for non-profit organizations (Acct. 537 and 538) or in international accounting (Acct. 556 or 557).

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. Two advanced level undergraduate Accountancy courses taken prior to admittance into the Graduate School of Business, and evaluated by the GSIB office, will allow a student to waive one of the Accountancy electives, thus resulting in a five-course concentration sequence.

If a student has an undergraduate accounting major or has already taken coursework which completely satisfies Accountancy 501, 502, or 563, then one of the following substitutions must be made in each case:

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<tr>
<th>In Place of Accountancy:</th>
<th>Substitute Accounting: (One of the following)</th>
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<tbody>
<tr>
<td>501</td>
<td>509, 526, 527, 537, 556, 557, 584, 585, or 587</td>
</tr>
<tr>
<td>502</td>
<td>526, 527, 528, 533, 538, or 586</td>
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<td>503</td>
<td>535, 536, 550A</td>
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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 Ramanauskas-Marconi.
M.B.A.—Management Information and Decision Support Systems

The M.B.A. degree with a concentration in Management Information and Decision Support Systems is designed for persons seeking careers as system analyst, system consultants, or system 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 approaches to decision making which are 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.

Students in this program are required to have a working knowledge of the COBOL programming language with file handling. This background may be satisfied by CSB 530, equivalent course work or practical experience. The extent to which experience may be sufficient will be determined by the Administrator of the program in consultation with the student and the Graduate School of Business.

**Minimum requirements for a Management Information and Decision Support Systems concentration for the M.B.A. degree are:**
Accountancy/Management 670, 671, 674, 676, 679 and one other graduate level MIS/DSS course chosen from Acct./Mgt. 672, 673, 675, 677, 678 or 689.

Students with either previous course work or significant work experience equivalent to one or more of the courses Acct./Mgt. 670, 671, 674 or 676 should make the following course substitution(s) in consultation with the Program Administrator:

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<th>In Place of Acct./Mgt.:</th>
<th>Substitute Acct./Mgt.:</th>
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If all four of the above substitutions are made, then the MIS/DSS elective must be chosen from either Acct./Mgt. 677 or 689. Alternatively, Acct./Mgt. 689 may be substituted for 679 with permission of the Program Administrator.

Care should be taken to avoid duplication of course content. Enrollment in all MIS/DSS courses must be approved by the Program Administrator. Students wishing to concentrate in MIS/DSS must have their concentration courses approved by the Program Administrator prior to beginning their Phase II course work.
M.S.A. and M.S.T. and M.Acc.

Minimum Accountancy requirements for the M.S.A. degree are listed on page 13. The Program Administrator of this program is Dr. William Stevens.

Minimum Accountancy requirements for the M.S.T. degree are listed on page 14. The Program Administrator of this program is Dr. Edward Foth.

Minimum Accountancy requirements for the M.Acc. degree are listed on page 15. The Program Administrator of the program is Dr. Mark L. Frigo.

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. Courses marked with the letter "T" belong to the M.S.T. program. Courses which represent a substantial duplication of previous course work will not count toward fulfilling degree requirements. The student should obtain advisement if in doubt as to appropriate course selections.

Do not make course selections which duplicate previous undergraduate or graduate course work in Accountancy.

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. Offered Autumn. Prerequisite: Completion of Phase I or equiv. and permission.

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 curves. Whenever feasible, problems are solved manually and by computer. Considered is also the effect of income taxes on management decision making. Offered Winter. Prerequisite: Completion of Phase I and Acct. 542A or equiv. and permission.

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. Offered Spring. Prerequisite: Completion of Phase I and Acct. 542A or equiv. and permission.
Accountancy Theory. 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. Offered Spring. Prerequisite: Completion of Phase I or equiv. and Accr. 501, or Accr. 543A.

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 skill 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. The use of mainframe and microcomputers will be required. Offered Winter. Prerequisite: Completion of Phase I or equiv.

Construction and 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. Not offered 1984-85. Prerequisite: Completion of Phase I or equiv.

Behavioral Accounting. The course familiarizes the students with a conceptual understanding of the behavioral aspects of accounting and how to apply them to the solution of behavior-related organizational problems. 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. Offered Autumn. Prerequisite: Completion of Phase I or equiv.

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. Offered Winter. Prerequisite: Completion of Phase I or equiv.
535 Accounting Systems. 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. Students will gain hands-on computer experience in the IFPS financial planning and modeling language. Offered Winter. Prerequisite: GSB 500, 511 or equiv.

536 Operational and Internal Auditing. 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. Offered Autumn. Prerequisite: Acct. 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. Offered Spring. Prerequisite: Acct. 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, performance evaluation, and management. The course involves the study of technical methods of management accounting and the analysis of case studies. Not offered 1984-85. Prerequisite: Acct. 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. Offered Autumn, Winter Summer. 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. Offered Autumn, Winter, Summer. Prerequisite: Completion of GSB 504 or equiv.

NOTE: The letter "A" denotes M.S.A. courses.
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. Offered Winter, Spring, Summer. 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. Whenever feasible, problems are solved manually and by computer. Offered Winter, Spring. Prerequisite: GSB 501, 502, Acct. 542A or equiv.

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. Offered Autumn, Spring. Prerequisite: Acct. 543A.

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 auditing 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. Offered Autumn, Spring. Prerequisite: Completion of 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.) Offered Autumn, Winter. Prerequisite: Completion of GSB 504 or equiv.

549A Oral and Written Communication in Corporate and Public Accounting Practice. A seminar in communication emphasizing expository writing and public speaking; the course will stress the practical aspects of effective communication - organization of material, clarity of presentation, directness and conciseness. Internal and external methods of business communication will be examined and evaluated. Offered variably. Prerequisite: Completion of Phase I or equiv.

NOTE: The letter "A" denotes M.S.A. courses.
550A Advanced Topics in Auditing. 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. Offered Autumn, Winter. 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.) Offered Winter, Spring. Prerequisite: Accounting 548A or its equiv. (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. Offered Winter, Spring. Prerequisite CSB 509 or equiv.

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 U.S. taxes assessed on revenues and earnings from multinational business. Offered Winter. 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 internal setting. Students will also become familiar with ethical and code of conduct considerations and with the accounting problems peculiar to developing nations. Offered Spring. Prerequisite: Completion of Phase I and Acct. 556, or permission of Program Administrator.

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. Offered Autumn, Winter, Spring. 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 corporation 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. Offered Autumn, Winter, Spring, Summer. 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. Offered Autumn, Winter, Spring, Summer. 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. Offered Autumn, Spring. Prerequisite: Completion of Phase I or equiv. and Acct. 560T and Acct. 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, partnerships distributions and liquidations, dispositions of partnerships interests, transactions concerning unrealized receivables, and substantially appreciated inventory items and special basis adjustments. Offered Autumn, Winter, Spring, Summer. Prerequisite: Completion of Phase I or equiv. and Acct. 551A and Acct. 558T or equiv.

564T Transactions in Property. This course is concerned mainly with the federal income tax implications of gains and losses derived from sales and other dispositions of property. Emphasis will be given to the determination and recognition of gain or loss, character of gain or loss (capital or ordinary), basis and holding period. Offered Autumn, Winter, Summer. 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. Offered Autumn, Spring. Prerequisite: Completion of Phase I or equiv. and Acct. 551A and Acct. 558T or equiv.

NOTE: The letter "T" denotes M.S.T. courses.
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. Offered Autumn, Winter, Spring, Summer. Prerequisite: Completion of Phase I or equiv., and Acct. 551A and Acct. 558T or equiv.

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

Taxation of Closely Held Corporations. This course deals with federal income tax planning in connection with the accumulated earnings tax, personal holding companies, S corporations, multiple corporations, transactions between related parties, and small business corporation stock. Offered Autumn, Spring. Prerequisite: Completion of Phase I or equiv., and Acct. 560T and Acct. 561T.

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

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

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

NOTE: The letter "T" denotes M.S.T. courses.
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. Offered Autumn, Winter. **Prerequisite:** Completion of Phase 1 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. Offered Winter. **Prerequisite:** Completion of Phase 1 or equiv. and Acct. 571T.

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. Offered Winter. **Prerequisite:** Completion of Phase 1 or equiv., and Acct. 551A and Acct. 558T or equiv.

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. Offered Autumn, Spring. **Prerequisite:** Acct. 563T or equiv.

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 saving 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. Offered Winter, Summer. **Prerequisite:** Acct. 567T or equiv.

584T **Income Tax and Business Decisions.** The study of the impact of federal income taxation on business decisions with emphasis on such areas as choice of business organization, executive compensation, and property transactions. This course is intended for students in the M.B.A. Program and restricted to those who have not had undergraduate or graduate credit for Acct. 548A or Acct. 551A or their equivalents. (M.S.A. students may not take this course.) Offered Spring. **Prerequisite:** Completion of Phase 1 or equiv.

**NOTE:** The letter "T" denotes M.S.T. courses.
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. Offered Spring. 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. Offered Winter. 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. Offered Winter. Prerequisite: Acct. 509 or 543A or equiv.

591T Tax Exempt Organizations. Tax treatment of public charities and private foundations. The way exempt status is secured and retained, qualified exemptions, unrelated business income, the loss of exemption, prohibited transactions, deductibility of contributions and required reporting and auditing. Offered variably. Prerequisite: Completion of Phase I, Acct. 551A and Acct. 558T or equiv.

598T Seminar on Current Problems in Taxation. Covers recent significant developments in the future of legislation, regulations, administrative rulings and case law on federal income, estate and gift taxation. Emphasis is placed on specific tax planning in light of these current developments. Topics are discussed against background of leading Supreme Court cases. Recommended as final tax course in M.S.T. Program. Required course for all candidates for Master of Science in Taxation Degree. Offered Autumn, Winter, Spring. Prerequisite: Acct. 560T, Acct. 561T, Acct. 566T and Acct. 571T.

NOTE: The letter "T" denotes M.S.T. courses.
599 Graduate Seminar in Management Accounting. Capstone seminar for M.B.A. students with a concentration in Management Accounting. Attention is directed to the multidimensional character of Management 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 accounting and related disciplines as well as the preparation, presentation and critique of formal reports and papers. Offered Autumn, Spring. 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. Students will gain hands-on computer experience in IFPS financial planning and modeling language. (Enrollment is limited to students in the M.Acc. program.) Offered Autumn. 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.) Offered Winter. 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.) Offered Winter. Prerequisite: Acct. 303 or 544A.

640 Accounting Theory and Policy Formulation. A study of the process by which accounting policies are formulated. The students are asked to make critical evaluations of basic issues such as income determination, and current issues such as FASB agenda items in light of their theoretical, empirical, practical and 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.) Offered Spring. 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 communication aspects of the accountant’s management responsibilities. (Enrollment is limited to students in the M.Acc. program.) Offered Spring.

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 level of awareness and understanding of management and interpersonal situations facing the accountant. (Enrollment is limited to students in the M.Acc. program.) Offered Autumn. Prerequisite: Acct. 650

670 Data Processing Concepts. Going beyond the basic conceptual considerations, this course will consider in greater depth a variety of topics in the areas of computer hardware, software and systems. Among the topics discussed will be types of computers; organization and functions of the central processing unit; data representation; input-output and storage media and devices; files, file organization, and data base concepts; computer graphics; operating systems, multiprogramming, and virtual storage; data communications; advanced systems; management information systems and decision support systems; and other selected topics. (Cross-listed with Mgt. 670.) Offered Autumn, Spring, Summer. Prerequisite: CSB 500 or equiv. or permission.

671 Organizing Data for Business Information Systems. Proper data structure is a key element in successful business data processing and information systems design and operation. This course focuses on techniques for structuring, accessing and processing data including such topics as sorting; multi-dimensional tables; sequential, indexed and direct access data organization; data base concepts and other approaches to data organization. Emphasis will be on business applications with data processing illustrated through the uses of the COBOL programming language. (Cross-listed with Mgt. 671.) Offered Autumn, Winter. Prerequisite: Acct./Mgt. 670 and CSB 500 or equiv. or permission.

672 Advanced Data Processing Topics. Hardware, software, and behavioral aspects of data processing systems are examined individually and in their interactions. Recent developments in technology and application are discussed. Topics considered include improved programming technologies, structured techniques, and related topics; distributed data processing; on-line real-time systems; timesharing systems; the electronic office; teleprocessing and data networks; decision support systems; applications in industry and society; data processing and system controls; security, accuracy, and privacy in computer systems; the people problem; and other selected topics. (Cross-listed with Mgt. 672.) Offered Autumn. Prerequisite: Completion of Phase I and Acct./Mgt. 670 or equiv.
673 **Database Systems.** An introduction to database concepts and working details from the point of view of an information systems analyst who works more closely with management than with the computer facility. Topics include a comparison of file structure and database structure, the advantages of database structure, simple retrieval of data and complex database queries, the control of potential anomalies peculiar to databases, and database conceptual design. Laboratory exercises include the use of a relational database management system. (Cross-listed with Mgt. 673.) Offered Winter, Summer. **Prerequisite:** Acct./Mgt. 671 and Acct./Mgt. 676 or equiv. or permission.

674 **Systems Analysis and Design: Concepts, Tools and Techniques**. This course focuses on the phases involved in the systems life cycle and the basic techniques used in each of these phases. The scope of coverage is broad as the concepts of systems analysis and design are applicable to both manual and computer systems. This course includes organizing and controlling the systems study, feasibility studies, fact gathering systems design and implementation, preparation and presentation of reports, records management and other topics. Practical exercises and/or cases will give the students an opportunity to apply these techniques to realistic problems. (Cross-listed with Mgt. 674.) Offered Autumn, Winter, Summer. **Prerequisite:** Completion of Phase I and Acct./Mgt. 670 or equiv.

675 **Advanced Systems Techniques.** This course assumes a familiarity with basic systems techniques and tools such as data gathering, recording, and analysis, flowcharting, 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.) Offered Winter. **Prerequisite:** Acct./Mgt. 676 or equiv. or permission.

676 **Management Information Systems: Planning, Design and Implementation.** Information, to be useful, must be timely, relevant, accurate and delivered at a reasonable cost. All too often, management is required to extract pertinent information from masses of raw data. This course will establish a framework to determine information needs of management and how to satisfy them. A systems approach is used to develop the various information subsystems in the organization, and their integration into a management information system (MIS). This synergistic approach combined with the computer, promises a new frontier in management planning and control. Topics covered include MIS concepts, planning, design and implementation. Theoretical and practical tools in MIS design are discussed using cases or problems to reinforce the students' understanding. (Cross-listed with Mgt. 676.) Offered Autumn, Spring. **Prerequisite:** Acct./Mgt. 671 and Acct./Mgt. 674 or equiv.
677 **Information Systems Project Management.** Projects are often late, over-budget, technically inoperable, operationally infeasible, and in some cases never finished. One of the roots of this problem has been the lack of experienced management. What is needed are appropriate managerial procedures of planning, scheduling and control that are responsive to the needs of the environment. This course will define the essential components of good project management. Although the emphasis will be on management of systems and data processing projects, the concepts and techniques presented will be general enough to be of value to those involved with the design and implementation of any project. (Cross-listed with Mgt. 677.) Offered Spring, Summer. Prerequisite: Acct./Mgt. 674 or equiv. or permission.

678 **Problems in Systems Design and Management.** Problems in systems design, analysis, implementation, and management are presented, discussed and analyzed. The emphasis in this course is on developing an analytical ability for dealing with systems problems and a professional capability in planning and managing systems. (Cross-listed with Mgt. 678.) Offered Spring. Prerequisite: Acct./Mgt. 676 or equiv. or permission.

679 **Graduate Seminar in Information Systems.** Formal aspects of the course will provide a framework for integrating the various areas and disciplines studied in other courses. Readings, classroom discussion and group participation will be required of all students. The student will be required to work on a major systems related project which will be presented and evaluated in group sessions. This project normally requires more than one quarter to complete. (Cross-listed with Mgt. 679.) Offered Autumn, Winter. Prerequisite: Permission.

680 **Graduate Seminar in Decision Support Systems.** A seminar on the planning, design and implementation of decision support systems (DSS). The emphasis of the course is on developing and building decision support systems. Consideration will also be given to End-User DSS and the evaluation and selection of DSS packages. There will be hands-on experience in using DSS generators. The course will include readings and a research paper and presentation. (Cross-listed with Mgt. 680.) Offered Spring. Prerequisite: Acct./Mgt. 676 or equiv. or 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.) Offered variably. Prerequisite: Permission

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. Offered Spring. Prerequisite: Permission.
BUSINESS ECONOMICS

The degree of Master of Business Administration with a concentration in Business Economics is aimed at training the student to be an astute observer of business and the economy, and through objective analysis, help the firm to adapt to the ever-changing economic environment. Most medium and large-size firms hire business economists, including firms in areas such as manufacturing, communications, banking, insurance, retailing, finance and investment, transportation, utilities, and consulting. In addition, positions in various departments of federal, state, and local governments are available. The number of economists outside academe is expected to rise 42% to 41,000 by 1990. Business economists commonly prepare and interpret forecasts for the firm, involving them in decisions on: optimal pricing, sales, and advertising; marketing policies; purchasing; industrial relations; and investment and portfolio decisions. Further, the business economist often relates the domestic economic outlook to the firm's regional business and its market for money and credit, and speculates on the effect of international economic and monetary developments on business operations. Job mobility can be high, with business economists moving among business firms, government, and with proper training, academic institutions.

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, institutions, and quantitative techniques. But, again, though mathematics and statistics have become increasingly vital, the ability to communicate is perhaps more important for the majority of business economists. Faculty advisors can provide information on duties performed and the relevant courses within the constraints of the MBA curriculum.
Minimum requirements for a concentration in BUSINESS ECONOMICS for the M.B.A. degree are: Completion of four 500-level Economics courses to be approved by the Program Administrator, Dr. Margaret Oppenheimer. 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. Economics 518, Labor Economics and Labor Relations, would be an example of such a course. 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 administrative 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 Economics Forecasting, Economics 512 — Applied Time Series and Forecasting, Economics 514 — Industrial Organization, Economics 515 — Business and Public Policy, Economics 516 — Economics of Taxation, Economics 518 — Labor Economics and Labor Relations, and Economics 557 — International Economics.

505 Advanced Microeconomics. 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. Offered Winter. Prerequisite: Completion of Phase I and GSB 512 or equiv.

506 Advanced Macroeconomics. An advanced course in macroeconomic theory that examines the determination of income, employment, and prices, and their interrelations. Covers traditional Keynesian as well as alternative models of output, consumption, investment, money demand, inflation, and unemployment. The dynamic character of income determination is emphasized, along with the effects of government policy, economic institutions, and social goals. Offered Autumn. Prerequisite: Completion of Phase I, GSB 512 and Econ 509 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. Offered Winter, Summer. 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. Offered Spring. 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. Offered Winter. Prerequisite: Completion of Phase I and GSB 512 or equiv.

514 Industrial Organization. A course designed to supplement price theory by investigating the structure of markets and real-world pricing behavior. The focus is on observed industrial practices. In addition to the main concepts of economic theory needed to understand the problem of oligopoly pricing, the institutions in which large firms operate are analyzed. The links between market structure, conduct, and performance are explored. Primary emphasis is placed on the manufacturing sector of the U.S. economy, although the concepts can be applied to other industrialized economies as well. Offered Spring. 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. Offered variably. 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. Offered variably. Prerequisite: Completion of Phase I and GSB 512 or equiv.

518 Labor Economics and Labor Relations. 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. Topics include changes in the labor force, unemployment, wage determination, the minimum wage, internal labor markets, productivity, discrimination, unions and collective bargaining. (Cross-listed with Mgt. 518.) Offered Winter. 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 institutional and Post-Keynesian economists. Offered Autumn. 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. Offered Summer. Prerequisite: Completion of Phase I and GSB 512 or equiv.

550 Regional and Urban Economics. An analysis of the following topics: (a) the economics of urbanization and regional economic growth; (b) the economics of housing, land use, pollution, education, poverty, discrimination, and transportation; and (c) the elements of state and local finance. Offered variably Prerequisite: Completion of Phase I and GSB 512 or equiv.

556 The Global Economy. This course is designed to be an introduction to the economic environment in which international business operates. With the increasing interdependence of the global economy and the growing role of multinational enterprise, an understanding of international economic integration is vital to decision makers. The material covered will include economic, financial and cultural aspects of international business. Offered Autumn, Spring. Prerequisite: Completion GSB 505 or permission.

557 International Economics. 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. Offered Autumn. 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. Offered variably. 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 following topics are covered: the economic theory of development; development policy; and decision making in the developing world. In addition several case studies are examined. Offered variably. 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. Offered Spring. 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 expose students to the applications of quantitative and mathematical economics. Exact topics will be chosen by the instructor. Offered Spring. Prerequisite: Completion of Phase I and GSB 512 or equiv.

581 Mathematics for Economics and Business II. This course is a continuation of Economics 380. Areas of concentration will include: a survey of the relevant concepts of both differential and integral calculus, differential equations, difference equations, and the mathematics of statistical inference. Offered Winter. Prerequisite: Completion of Phase I and GSB 512 or equiv. and Econ. 380.

598 Independent Study. (See Chairman for details.) Prerequisite: Permission.

599 Seminar in Economics. The course content depends upon the choice of the instructor. In recent years, the material chosen was literature explaining the nature of the science of economics, including the competing paradigms of the Austrian School, Schumpeter, solidarism, Max Weber, institutionalism, and Post-Keynesianism. Offered variably. Prerequisite: Completion of Phase I and GSB 512 or equiv.

INTERNATIONAL BUSINESS

The modern U.S. economy is becoming increasingly interdependent with the economics of the countries in the rest of the world. The internationalization of U.S. economy creates problems and opportunities for American business. The M.B.A. degree with a concentration in International Business is designed for students seeking careers as international business executives. The international manager needs to acquire functional skills appropriate to the international environment. The M.B.A. program in International Business integrates the international aspects of the various functional areas of business (accounting, economics, finance, management, and marketing). The Program Administrator is Dr. Bala Batavia.

Minimum Requirements for an International Business Concentration are:

(1) Completion of a minimum of 4 courses listed in Category I and Category II below. At least two of the four courses must be from Category I.

Category I

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>ACC 557</td>
<td>International Accounting Issues and Problems of Multinational Enterprises</td>
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<tr>
<td>ECON 557</td>
<td>International Economics</td>
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<tr>
<td>FIN 557</td>
<td>International Finance</td>
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<td>MGT 557</td>
<td>International Management</td>
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<tr>
<td>MKT 557</td>
<td>International Marketing</td>
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Category II

ACC  556  International Accounting and Taxation Practices Worldwide

GSB  556  Cultural and Geo-Political Factors Affecting International Business

MGT  558  Area Studies in International Management

GSB  557  European Seminar: Comparative Business Practice I

GSB  558  European Seminar: Comparative Business Practice II

(2) ECON 556 is required of all International Business concentrators. This course may be substituted (only by students in the International Business program) for GSB 503, which is a part of Phase I requirements. Students waiving out of GSB 503, are still required to take ECON 556 as a requirement for this program. It is recommended that International Business concentrators take ECON 556 prior to any concentration courses in Category I and II.

For a description of the courses, see the listing under the respective departments.

Students concentrating in International Business are strongly encouraged to acquire a foreign language. The modern language department at DePaul University offers courses in French, German, Italian, Russian and Spanish at different levels. Language training helps the student develop an increasing awareness of the cultural factors and interpersonal relationships in international business. Language courses, however, do not count toward fulfilling any degree requirements for graduate business programs.

QUANTITATIVE METHODS

The M.B.A. graduate program with a concentration in Quantitative Methods is offered jointly by the departments of Economics and Management and is intended to develop in the student competency in skills of quantitative analysis used in managerial decision making. The focus is on complex, predictive models that can be applied to decisions regarding revenue and sales forecasting, production, market share, investments, inventory control, and to analyzing and forecasting general macroeconomic conditions. Further, it can be the job of quantitative specialists to chart and monitor the corporation's performance and results. The explosion of corporate and economic information has made such analysis paramount, and careers at this level of decision making rewarding.

Students joining this program are expected to have good mathematical skills. A personal interview is required with the Program Advisor, Dr. Bala Batavia, and all course selections for the concentration must be approved by him.

Minimum requirements for a concentration in QUANTITATIVE METHODS for the M.B.A. degree are: GSB 529, Economics 576, Management 580 plus three additional courses chosen from Economics 505, 511, 512, 580, and Management 510, 561, 582, 598, for a total of six courses for the concentration.
tion. (Appropriate substitutions may be made by the Program Advisor.) Thus, the minimum number of Phase II courses in the program will be twelve. The minimum total number of courses for the degree will be thirteen; the maximum would be twenty-three courses, assuming no waivers from Phase I.
Finance Department
Finance Department

Thomas J. Kewley, Department Chairman

FINANCE

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

Minimum requirements for a finance concentration are: Completion of four 500 level finance courses, approved by a faculty advisor.

Career orientations in finance include: Corporate Financial Management, Investment Management, Banking and Financial Institutions, Real Estate, Risk Management and Insurance. 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 the program will be met.

Corporate Financial Management: 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, if they have had none, such as Accounting 584 (which would be an elective) and an investment analysis course such as Finance 523 and a future markets course, Finance 529.

Investment Management: Students attracted to a possible career in the investment field should take Finance 523 and 525 and might also consider Finance 527 and 529.
Banking and 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 program 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 the 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 as 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.

Students are urged to consult with Finance Faculty for recommendations on both finance selections and choice of electives.

The Finance Department will attempt to offer Finance 510, 523, 525, 530, 531 and 560 each Quarter, except Summer. Other finance courses will be offered variably.

510 Advanced Monetary Theory and Policy. This course is designed to provide the analytical tools for a critical examination of monetary and fiscal policies together with their impact on economic activity in general, and on the commercial banking system in particular. Problems involving interest rates, the value of money and qualitative portfolio changes are examined in detail in the light of current theoretical contributions. Prerequisite: Completion of Phase 1 or equiv.

511 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 readings and discussions of technical journal articles and individual research papers. Prerequisite: Fin. 510 or equiv.

512 Commercial Banking. The purpose of the course is to analyze the role of commercial banks in the financial system. The present structure of banking will be studied with particular emphasis on the relationship between commercial banking practices and social stabilization goals. Issues in bank asset management, liability management and capital adequacy will be presented. Finally, new dimensions in banking will be considered. Prerequisite: Completion of Phase 1 or equiv.

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 1 or equiv.
523 **Investment Analysis.** This course presents a critical study of the techniques of financial statement analysis and security valuation analysis. Investment analysis is considered an integral part of the economic and finance decision. *Prerequisite: Completion of Phase 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 **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: Fin. 523*

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.*

531 **Real Estate Finance.** Analysis of private and public institutions involved in real estate finance. A critical study of institutional arrangements facilitating real estate investment and development. Analysis of yields and risk in real estate mortgage lending. *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 innovative approaches to value analysis. *Prerequisite: Completion of Phase I or equiv.*

535 **Real Estate Investment II: Strategy.** Analysis of alternative strategies available to real estate investors, and the implication for investment outcomes. Emphasizes after-tax cash flow consequences of investment decisions. *Prerequisite: Finance 530 or equiv.*
551 Problems in Corporate Financial Policy. Theoretical and practical tools in financial decision making are discussed using cases to reinforce the student's understanding. The major areas of concern are investment analysis as 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 topic areas include current asset management, convertible bonds, warrants, lease financing, mergers and consolidations. Prerequisite: Completion of Phase I and GSB 516 or equiv.

557 International Finance. Analysis of spot and forward foreign-exchange markets, Eurodollar market, adjustment mechanism under fixed and floating exchange rates, policy mix 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.

595 Investment Seminar. Construction and management of an actual portfolio fund in a nine month seminar setting. Registration requires approval of the seminar director. Offered variably. Prerequisite: Permission.

597 Research Seminar in Finance. The objectives of this seminar will be to review authoritative current contributions in the finance field, identify and evaluate data sources and pursue an original investigation on a topic approved by the seminar professor. Students shall be near the end of the M.B.A. Program before enrolling in this course. Prerequisite: Two or more 500 level Finance courses.

599 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.
HUMAN RESOURCES MANAGEMENT

Among the major functional areas of business, Human Resources Management has most recently been accorded the stature that its importance warrants. In the last two decades, organizations have recognized the value that people play in achieving organizational performance goals. No longer can organizations take for granted its human resources. Instead, as with other resources, they must be carefully managed.

The graduate course work in Human Resources Management is designed to a) develop a mastery of specific personnel techniques and systems which improve the productivity of people, b) familiarize the student with labor law, and c) develop a recognition of the importance of people in the achievement of organizational goals.

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

Operations Management is a field of study that deals with the production of goods and services. Students in Operations Management learn to plan for, design and manage highly productive systems. In a highly competitive environment, productivity and operational efficiency are major concerns for all organizations and institutions. The concentration in Operations Management addresses itself to these concerns. Consequently students with a concentration in Operations Management are expected to be in high demand.

Traditionally, operations programs have emphasized manufacturing applications. However, the DePaul program also addresses itself to service and non-profit applications that require improvement in planning and control processes. The DePaul program also has a management orientation as it
focuses on problem solving and decision making in operations at the management level. Finally, the program stresses operations as an integrated function rather than as a separate activity distinct from all other organizational efforts.

Minimum requirements for an Operations Management concentration are: Completion of Management 501 and 598, plus any three of the following courses: Mgt. 503, 505, 506, 545, 580, 581, 582 and 590. One additional course in a related area chosen as an elective must be taken and must be approved by the Operations Management Program Administrator, Dr. Earl Young.

501 Operations Strategy. This course examines operations management in both manufacturing and service organizations as a integral component in the strategic planning processes of the organization. Alternatively, the impact of corporate strategic plans on the design and management of operations within the firm are traced. The central role of operations as they impact on other major managerial areas are examined, especially marketing, finance, human resource development, and information systems. Case studies are emphasized. Offered variably. Prerequisite: Completion of Phase I or equiv.

503 Managerial Decision Making. This course emphasizes the decision-making process from the perspective of first-line and middle managers in organizations. Most managers must meet organizational goals within budgeting constraints while dealing with a variety of behavioral issues. Many decisions faced by operations managers, e.g., productivity improvement, must integrate system-related, financial and behavioral issues in order to reach effective solutions. Offered Summer. Prerequisite: CSB 503 and 507.

505 Production and Inventory Planning and Control. This course emphasizes a systems approach to materials management theory and practice. Covers aggregate level production planning, master scheduling, material requirements planning, capacity planning, production activity control, and inventory planning and control. Integrates these planning and control systems with other major systems in the firm, especially in marketing, engineering, purchasing, manufacturing, and distribution. Offered variably. Prerequisite: Mgt. 501.

506 Operations Process Design and Control. A systematic approach to the analysis, design, and control of an operations process. Topics selected are applicable to the manufacturing and/or service industries, including for example, process analysis and design, facility planning, location and layout, quality management, manufacturing/operations resource planning, technology evaluation and selection, and productivity improvement programs. In this course, each student designs a selected component of an operating system or an operations management planning and/or control systems for an existing operation. Offered variably. Prerequisite: Mgt. 501 and two additional courses in operations management.

510 Advanced Production Management and Operations Research. An advanced treatment of production management activity, incorporating an intensive consideration of recent developments in management applications of operations research. The techniques of operations research are examined and applied to production from the management point of view. Offered Autumn, Winter. 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. Offered Autumn, Winter, Spring. Prerequisite: Completion of Phase I or equiv.

518 Labor Economics and Labor Relations. 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.) Offered Autumn, Winter, Summer. 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. Offered variably. 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 and legislation related to human resource planning are discussed. The integration of the human resource planning function with business planning is discussed. Offered Spring. 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. Offered Winter, Spring. 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. Offered Autumn, Winter. 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. Offered Autumn, Spring. Prerequisite: Completion of Phase I or equiv.

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

540 Organizational Design. An investigation of the various approaches to diagnosing, defining, and designing solutions to structural and process problems in organizations. The views of researchers, consultants, and practicing managers will be analyzed for selected types of problems at various levels within the organization. Offered variably. Prerequisite: Completion of Phase I or equiv.

545 Operations Management in the Service Sector. This course focuses on an analysis of operating activities in several major industries, e.g., banking, finance and insurance, communications, retailing, and transportation. It includes tools and concepts used in the development of service sector decision models and in designing the service system. The organization and management of service operations are examined from the perspective of line management. Offered variably. Prerequisite: GS 507 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. Offered variably. 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. Offered Winter. 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. Offered variably. 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. Offered Autumn. 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. Offered Winter. Prerequisite: Completion of Phase I or equiv.

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

570 Entrepreneurship and New Venture Management. The focus of the course is on new venture initiation and the preparation of a business plan that can be used to generate financing and to begin operations in a new business enterprise. It examines the critical factors involved in the conception, initiation and development of new business ventures. Topics covered include the identification of characteristics of prospective entrepreneurs, identifying innovations, market potential analysis for new products or services, acquiring seed capital, obtaining venture capital for growth or purchase of an existing business and organization and operation of the new business. Each student is required to develop a business plan which will be presented to a panel of financial loan officers and venture capitalists for evaluation. Students wishing to start, develop, acquire, sell or merge a business are encouraged to do so. Offered variably. Prerequisite: Completion of Phase I or equiv.

580 Operations Research. This course focuses on a scientific approach to problem solving and model building. Topics covered include mathematical programming, integer programming, Markov processes, game theory and simulation. Emphasis is placed on application models, computer implementation and solutions. Offered Autumn. Prerequisite: Mgt. 501.
581 **Cases in Operations Research.** This course will challenge students to test, expand and deepen their knowledge of operations research. Emphasis is on the application of operations research techniques, problem definitions, model formulation and interpretation of the solutions. For each case, the student has little advance notice of what techniques will be required and must follow the often unpredictable course of events of the real world. Offered Winter. **Prerequisite:** Mgt. 580.

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. Offered Spring. **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. Offered Winter. **Prerequisite:** Completion of Phase I or equiv.

598 **Seminar in Operations Management.** A seminar in which emerging operations management techniques are explored in depth using the current literature and invited practices. Illustrative topics include: the Japanese challenge to U.S. manufacturing systems, designing closed loop manufacturing systems, implementing hi-tech processes such as CAD/CAM, FMS, and industrial robots, and improving productivity in the service sector. Each student is required to develop a project on one of the seminar topics or in his/her area of interest and expertise in the field of operations management. Offered Winter. **Prerequisite:** Completion of all other requirements in the Operation Management Concentration.

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. Offered Autumn, Spring. **Prerequisite:** Permission of Instructor.

670 **Data Processing Concepts.** Cross-listed with Accountancy 670. For course description, see Accountancy 670.

671 **Organizing Data for Business Information Systems.** Cross-listed with Accountancy 671. For course description, see Accountancy 671.

672 **Advanced Data Processing Topics.** Cross-listed with Accountancy 672. For course description, see Accountancy 672.
673 Database Systems. Cross-listed with Accountancy 673. For course description, see Accountancy 673.


675 Advanced Systems Techniques. Cross-listed with Accountancy 675. For course description, see Accountancy 675.

676 Management Information Systems: Planning, Design and Implementation. Cross-listed with Accountancy 676. For course description, see Accountancy 676.

677 Information Systems Project Management. Cross-listed with Accountancy 677. For course description, see Accountancy 677.

678 Problems in Systems Design and Management. Cross-listed with Accountancy 678. For course description, see Accountancy 678.

679 Graduate Seminar in Information Systems. Cross-listed with Accountancy 679. For course description, see Accountancy 679.

680 Graduate Seminar in Decision Support Systems. Cross-listed with Accountancy 680. For course description, see Accountancy 680.

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. Offered variably. 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 application of the law to business practices are provided. Offered variably. 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. Offered variably. 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 1. Students should satisfy this requirement as soon as possible in Phase II of their program. (2) Three additional 500 level Marketing courses approved by the Marketing Department Chairman.

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

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

The student with 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. 557 International Marketing  
Mkt. 593 Marketing for Service Organizations

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 to offer its courses according to the schedule listed after each course description. In addition, a number of Marketing courses will be offered during the Summer Sessions.

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. Offered Autumn, Winter, Spring. 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. Offered Spring. Prerequisite: Marketing 525 or equiv.

527 Marketing Models. This course reviews the existing behavioral and quantitative marketing models focusing on specific marketing problems that lend themselves to analysis by a modeling approach. Strategies are formulated for handling such problems through a modeling approach. Not offered 1984-85. Prerequisite: Mkt. 525, 545 or equiv. suggested.

535 Marketing Strategies and Planning. The basic elements of planning including the identification of the company's basic purpose and mission and their translation into specific objectives. Strategies to accomplish objectives are 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. Offered Autumn, Winter, Spring. 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. Offered Autumn. Prerequisite: Completion of Phase I and GSB 515 or equiv.

538 Channels of Distribution Management. Management problems for manufacturers and distributors in planning and controlling distribution of products and services are analyzed. Available distribution options are identified as well as the organization of factors which influence choice of distribution methods by the manufacturer or distributor. Offered Spring. Prerequisite: Completion of Phase I and GSB 515 or equiv.

540 Sales Forecasting. Various quantitative forecasting methods that are useful to marketing managers in estimating sales will be analyzed and evaluated. Forecasting methods such as moving averages, exponential smoothing methods, seasonal adjustment techniques, trend analysis, Delphi and S-curve methods will be discussed. Computer applications of these methods will be utilized along with case analysis. Offered Winter. Prerequisite: GSB 515 or equiv.
545 **Consumer Behavior.** A review of the various theories, models, and techniques that attempt to explain consumer behavior. The course consists of lecture-discussions of behavioral theories, the empirical findings of contemporary research; and case studies designed to illustrate the salient issues involved in developing consumer oriented marketing strategies. Offered Autumn, Winter, Spring. **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. Offered Winter, Spring. **Prerequisite:** Completion of Phase I and GSB 515 or equiv.

557 **International Marketing.** (Formerly Mkt. 567). 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. Offered Winter. **Prerequisite:** Completion of Phase I and GSB 515 or equiv.

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. Offered Spring. **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. Offered Winter. **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. Offered variably. **Prerequisite:** Marketing 575.

580 **Measurement in Marketing Decisions.** A study of measurement tools available to marketing managers in the decision making process. A marketing management approach to collecting and organizing accounting and financial data for use in making product and pricing decisions. A study of the role of distribution costs and promotional costs in the marketing managers' channel decisions and promotional decisions. Offered variably. **Prerequisite:** GSB 571 and 515 or equiv.
590 Marketing of Services. Service organizations differ in many important respects from manufacturing business. The difference requires using a distinctive approach to marketing strategy development and execution. Lectures and cases dealing with problems encountered in the major service industries such as health care, banking, and transportation will be used. Offered variable. Prerequisite: GSB 515 or equiv.

593 Marketing for Service 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. Offered Spring. Prerequisite: Completion of Phase I and GSB 515 or equiv.

589 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 concentrators. Normally the students should be near the end of their M.B.A. Program before enrolling in this course. Offered Autumn, Winter, Spring. Prerequisite: Three 500 level Mkt. courses.
Administration

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Rev. John R. Cortelyou, C.M. ................................................. Chancellor
Very Rev. Comerford J. O'Malley, C.M. ............................... Chancellor Emeritus
Ralph H. Beaudoin .................................................. Vice President for Business and Finance
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Howard A. Sulkin .................................................. Vice President for Planning and University Organization

Administration of the Graduate School of Business
Brother Leo V. Ryan, C.S.V. .................................................. Dean
John T. Ahern .................................................. Associate Dean, Academic Programs (on leave)
Michael S. Miller .................................................. Associate Dean and Director of Summer Sessions
Jeanne M. Maloney .................................................. Executive Assistant to the Dean
Philip R. Kemp .................................................. Director
Thomas G. Dolan .................................................. Administrative Assistant to the Dean
Christine A. Munoz .................................................. Administrative Assistant to the Dean

School of Accountancy
Belverd E. Needles, Jr.  Director and Administrator Management Information and Decision Support Systems Concentration, M.B.A. Program
Timothy J. Lockyer .................................................. Assistant to the Director
Elizabeth A. Murphy .................................................. Coordinator of Faculty and Curriculum
Helene M.A. Ramanauskas-Marconi  Administrator, Management Accounting Concentration, M.B.A. Program
William Stevens .................................................. Administrator, M.S.A. Program
Edward C. Foth .................................................. Administrator, M.S.T. Program
Mark L. Frigo .................................................. Administrator, M.Acc. Program

Department Chairpersons
Bala Batavia .................................................. Economics
Thomas J. Kewley .................................................. Finance
F. James Staszak .................................................. Management
Hilda C. Wasson .................................................. Marketing
Faculty

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D.B.A. University of Kentucky; M.B.A., DePaul University; CPA (Illinois)
(on leave)

Adnan J. Almaney .................. Professor of Management
Ph.D., M.S., M.A., Indiana University

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

Julian Andorka .................... Associate Professor of Marketing
Ph.D., St. Elizabeth University (Budapest)

Gert Baldwin ...................... Lecturer in Accountancy
M.S., Roosevelt University; CMC

David Banner ...................... Associate Professor of Management
Ph.D., Northwestern University

Richard J. Bannon ................ Professor of Accountancy
Ph.D., M.A., Catholic University of America; CPA (Illinois, Maryland)

Roger Baran ....................... Associate Professor of Marketing
Ph.D., M.B.A., University of Chicago

Charles J. Barron .................. Lecturer in Accountancy
J.D., Chicago-Kent College of Law; M.M., Northwestern University; CPA (Illinois)

Susan Bass ......................... Lecturer in Marketing
M.S., Carnegie Mellon University

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Ph.D., M.S., North Carolina State University

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Ph.D., University of Cincinnati

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Ph.D., University of Missouri

Robert Boewadt ................... Associate Professor of Marketing
Ph.D., M.B.A., University of Michigan

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James E. Ciecka ................... Professor of Economics
Ph.D., M.S., Purdue University

Edwin Cohen ...................... Professor of Accountancy
Ph.D., Michigan State University; CPA (Illinois)
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<th>Name</th>
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<td>Stephen C. Comas</td>
<td>Associate Professor of Marketing</td>
<td>Ph.D., University of Illinois (on leave)</td>
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<td>Kenneth Danko</td>
<td>Assistant Professor of Accountancy</td>
<td>D.B.A., Indiana University</td>
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<td>Dean C. Dauw</td>
<td>Associate Professor of Management</td>
<td>Ph.D., University of Minnesota; M.A., St. Thomas College</td>
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<td>Alexander Devience</td>
<td>Assistant Professor of Business Law</td>
<td>J.D., Loyola University</td>
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<td>James J. Diamond</td>
<td>Professor of Economics</td>
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<td>Mary Lynn Dickman</td>
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<td>Floyd R. Dill</td>
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<td>John Doderer</td>
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<td>M.B.A., DePaul University; CPA (Illinois); CMA</td>
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<td>Charles F. Douds</td>
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<td>Ph.D., University of Texas</td>
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<td>Howard S. Engle</td>
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<td>M.S.T., DePaul University; CPA (Illinois)</td>
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<td>John E. Ettlie</td>
<td>Associate Professor of Management</td>
<td>Ph.D., M.S., Northwestern University</td>
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<td>Arthur Eubank</td>
<td>Adjunct Professor of Finance</td>
<td>Ph.D., Penn State University; M.B.A., University of Illinois</td>
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<td>Edward J. Farragher</td>
<td>Associate Professor of Finance</td>
<td>Ph.D., University of Illinois (on leave)</td>
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<td>Michael D. Farrell</td>
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<td>Robert W. Faulhaber</td>
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<td>Elliot M. Friedman</td>
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<td>Marshall J. Gerber</td>
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<td>Animesh Ghoshal</td>
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Ph.D., M.B.A., Georgia State University

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Ph.D., University of Rome

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M.B.A., New York University

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LL.D., University of Vienna

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College of Commerce  
DePaul University  
(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, lycée, 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 materials 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 five 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 August 1st; the Winter Quarter by November 21st; the Spring Quarter by February 28th; and the Summer Session by May 1st.

During the 1984-85 academic year, the GMAT will be given on Saturday, October 20, 1984, Saturday, January 26, 1985, Saturday, March 16, 1985 and Saturday, June 15, 1985. GMAT information including dates, 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 he/she is 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 Director.

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 (3 courses) 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 a 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; 312 341-8300. 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 1-20 will be issued only after all admission requirements have been fulfilled.
Academic Regulations

General 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.

All students are expected to adhere to the Student Code of Responsibility, to follow the policies, procedures and regulations of the University, and to fulfill any particular stipulations which the Director may have made in individual cases at the time of admission. Failure to do so may be grounds for dismissal from the program.

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 Administrator of the program. This rule also applies to those additional electives which, in some cases, a student may be directed to take for his/her program. If the student is permitted and so chooses to take these additional electives from the same area as his/her concentration, such courses must receive a grade of "C" or better.

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 C.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 who has been dismissed from the program may, after a period of
time, petition for reinstatement, presenting conclusive evidence that his/her
situation has changed in such a way as to make probable the successful
completion of the program. Each case would be considered on an individual
basis by the Director, whose decision would be final. Any student reinstated
would re-enter the program on the terms and conditions set forth by the
Director.

A student may receive graduate credit for one 300 level course with the
specific, prior 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 completed 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

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 (or an accelerated five-week
period in the summer) and carries four quarter hours of credit. College credit is
earned if a student receives an A, B, C, or D grade. Duplication of courses or
course work is not permitted except where a student is advised to repeat an “I”
or “D”. Double credit is not given for duplicated courses.

Access to Educational Records

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.
Readmission

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

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

Transfer of Graduate Credit

As a rule, transfer credit is not accepted for Graduate School of Business programs. However, a student entering the program with prior 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 remaining degree requirements. Deadlines for submitting graduation applications for the February, June and October awarding of degrees 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.

There will be no Convocation for February and October graduation. The one annual Convocation will be held in June. All graduates from the preceding October and February will be invited to attend the June Convocation together with the June graduates. Attendance at the Convocation is optional.

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.

Diplomas will be mailed to graduates approximately one month after the awarding of the degree.
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: 312 341-8810. The G.S.B. office is Suite 1204.

TUITION AND FEES

Graduate Student tuition:
- All Graduate Business courses — per course .................. $604.00
- Other courses in the 000-100-200 series — per quarter hour .......... 102.00*
- Other courses in the 300-400-500-600-700 series — per course .......... 604.00
- Delinquency Fee ................................................. 50.00
- Graduate Application Fee (non-refundable) .................. 25.00
- Registration Fee (non-refundable) .......................... 10.00
- Late Graduate Registration Fee (non-refundable) .......... 25.00%
- 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 .......... 12.00c
- Computer Lab Fee ................................................ 20.00d

a. Applicable to Graduate Students only.
b. In addition to the regular registration fee.
c. 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.
d. At the discretion of the instructor, computer usage will be designated for certain courses. This will be indicated either in the course description in the Bulletin, or noted in the class schedule, or indicated in the syllabus provided by the instructor. In these cases the computer lab fee will be assessed for all students enrolled in the course.

No transcripts or reports of academic credit will be made unless the student's account is paid in full. Registration attempted under these circumstances will be cancelled.

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 the 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 end of the first week of classes ........................................ 100%
- 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 Counselor to discuss the consequences of a withdrawal effecting academic progress and eligibility at DePaul University or any other school to which they may transfer.

FINANCIAL AID

There are several financial aid programs available to students of the Graduate School: assistantships and fellowships, loans, the Work-Study Program and other part-time employment opportunities. It is the policy of the University to award financial aid without reference to the race, color, creed, age, sex, or national origin of applicants. Information and applications regarding all forms of financial aid except assistantships and fellowships may be obtained in the Office of Financial Aids in Room 1730 of the Frank J. Lewis Center. Phone: 312 341-8526. Students are encouraged to apply early.

Assistantships and Fellowships

The School of Accountancy and Departments of Economics, Finance, Management and Marketing have available each year a number of research assistantships. Assistantships stipends range from $3200-$3500 and include a full tuition grant. Applicants should address their inquiries to the Director of the School of Accountancy or the Chair of the appropriate Department.

Loans

There are three loan programs available to students:
A. NATIONAL DIRECT STUDENT LOANS
B. GUARANTEED STUDENT LOANS
C. DePAUL PARENT/STUDENT LOANS

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

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 interest 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 312 341-8437 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.

OFF-CAMPUS HOUSING

The Off-Campus Housing Office provides a referral service of available apartments and rooms in the Lincoln Park area and other areas accessible to both campuses. The service maintains listings of apartments, rooms, work-exchanges and people seeking roommates. The service is strictly a referral and provides necessary information to allow students to contact landlords. The office is located in the lobby of Corcoran Hall, 910 W. Belden, during the academic year (312 341-8620). During the summer the office is located at Clifton Hall, 2312 N. Clifton (312 341-6020).
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 7617. Daily Mass and Sunday Mass are offered on both campuses. For information call 312-341-3162.

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, and also the annual Gus Economos Distinguished Teaching Award, named after the late professor of marketing, to an outstanding teacher in the Graduate School of Business.

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.
<table>
<thead>
<tr>
<th>Arizona State University</th>
<th>North Park College</th>
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<tr>
<td>Arkansas State University</td>
<td>Northern Illinois University</td>
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<td>Baldwin-Wallace College</td>
<td>Northwestern University</td>
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<td>Ball State University</td>
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<td>College of Saint Thomas</td>
<td>Syracuse University</td>
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<td>College of The Holy Cross</td>
<td>Temple University</td>
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<td>Texas Christian University</td>
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<td>Tuskegee Institute</td>
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<td>Dartmouth College</td>
<td>United States Naval Academy</td>
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<td>University of California</td>
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<td>DePaul University</td>
<td>University of California at Los Angeles</td>
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<td>Drake University</td>
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<td>Duke University</td>
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<td>Eastern Illinois University</td>
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<td>University of Iowa</td>
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<td>John Marshall Law School</td>
<td>University of Pennsylvania</td>
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<td>Johns Hopkins University</td>
<td>University of Rhode Island</td>
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<td>Kansas State University</td>
<td>University of Southern California</td>
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<td>Knox College</td>
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<td>Lake Forest College</td>
<td>University of Texas</td>
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<td>Lawrence University</td>
<td>University of Toledo</td>
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<tr>
<td>Lewis University</td>
<td>University of Utah</td>
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<td>Loras College</td>
<td>University of Virginia</td>
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<td>Loyola University of Chicago</td>
<td>University of Washington</td>
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<td>Marquette University</td>
<td>University of Wisconsin-Green Bay</td>
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<td>McGill University</td>
<td>University of Wisconsin-Madison</td>
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<td>Memphis State University</td>
<td>University of Wisconsin-Milwaukee</td>
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<td>Miami University (Ohio)</td>
<td>University of Wisconsin-Whitewater</td>
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<td>Michigan State University</td>
<td>Valparaiso University</td>
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<td>National College of Education</td>
<td>Vanderbilt University</td>
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<td>Wake Forest University</td>
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<td>Northwestern Illinois University</td>
<td>Wichita State University</td>
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<tr>
<td>Northern Michigan University</td>
<td>Winston-Salem State University</td>
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</table>
# Academic Calendar 1984-85

### Autumn Quarter

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>August</td>
<td>6-17</td>
<td>Monday-Friday. Early/Mail registration for Autumn Quarter. Consult schedule for detailed instructions. (Tentative.)</td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>Thursday. In-person registration for graduate students.</td>
</tr>
<tr>
<td>September</td>
<td>6</td>
<td>Thursday. Late registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Wednesday. Autumn Quarter begins.</td>
</tr>
<tr>
<td>October</td>
<td>5</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>8</td>
<td>Monday. St. Vincent DePaul Day Holiday — no classes.</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Monday. Final date for filing for February awarding of degrees.</td>
</tr>
<tr>
<td></td>
<td>15-30</td>
<td>Monday-Saturday. Mid-point of quarter, mid-term examinations.</td>
</tr>
<tr>
<td>November</td>
<td>5</td>
<td>Monday. Last day to withdraw from class.</td>
</tr>
<tr>
<td></td>
<td>5-16</td>
<td>Monday-Friday. Early/Mail registration for Winter Quarter. Consult schedule for detailed instructions. (Tentative.)</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Saturday. Administration of Credit-by-Examination.</td>
</tr>
<tr>
<td></td>
<td>21-25</td>
<td>Wednesday-Sunday. Thanksgiving Holiday — no classes.</td>
</tr>
<tr>
<td>26-December</td>
<td>1</td>
<td>Monday-Saturday. Final examinations for Autumn Quarter.</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Saturday. Autumn Quarter ends.</td>
</tr>
</tbody>
</table>

### Winter Quarter

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>December</td>
<td>11</td>
<td>Tuesday. In-person registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>Thursday. Late registration for graduate students.</td>
</tr>
<tr>
<td>January</td>
<td>3</td>
<td>Thursday. Winter Quarter begins.</td>
</tr>
<tr>
<td>(1985)</td>
<td>21</td>
<td>Monday. Last day to charge to auditor status.</td>
</tr>
<tr>
<td>29-February</td>
<td>4</td>
<td>Tuesday-Monday. Mid-point of quarter, mid-term examinations.</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Friday. Final date for filing for June Graduation Convocation.</td>
</tr>
<tr>
<td>11-22</td>
<td>Monday-Friday. Early/Mail registration for Spring Quarter. Consult schedule for detailed instructions. (Tentative.)</td>
<td></td>
</tr>
<tr>
<td>September</td>
<td>18</td>
<td>Monday. Last day to withdraw from classes.</td>
</tr>
<tr>
<td>March</td>
<td>7</td>
<td>Thursday. Reading or Make-up Day — no classes regularly scheduled.</td>
</tr>
<tr>
<td></td>
<td>8-14</td>
<td>Friday-Thursay. Final examination for Winter Quarter.</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>Thursday. Winter Quarter ends.</td>
</tr>
</tbody>
</table>

### Spring Quarter

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>15</td>
<td>Friday. In-person registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>Thursday. Late registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>Saturday. Spring Quarter begins.</td>
</tr>
<tr>
<td>April</td>
<td>5-7</td>
<td>Friday-Sunday. Easter Holidays — no classes.</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Monday. Final Date for filing for Credit-by-Examination.</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Monday. Last date to change to auditor status.</td>
</tr>
<tr>
<td>22-27</td>
<td>Monday-Saturday. Mid-point of quarter, mid-term examinations.</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>6-24</td>
<td>Monday-Friday. Early/Mail registration for Summer Sessions. Consult schedule for detailed instructions. (Tentative.)</td>
</tr>
<tr>
<td>June</td>
<td>13</td>
<td>Monday. Last day to withdraw from class.</td>
</tr>
<tr>
<td></td>
<td>27</td>
<td>Monday. Memorial Day — no classes.</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Friday. Spring Quarter ends.</td>
</tr>
<tr>
<td></td>
<td>8-9</td>
<td>Saturday-Sunday. Convocation.</td>
</tr>
</tbody>
</table>

### Summer Sessions

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June</td>
<td>6</td>
<td>Thursday. In-person registration for the first session for graduate students.</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Thursday. Late registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>Monday. First Summer Session begins.</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td>Wednesday. Last day to change to auditor status for the first session.</td>
</tr>
<tr>
<td>July</td>
<td>1</td>
<td>Monday. Final date for filing for October awarding of degrees.</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Thursday. Independence Day Holiday — no classes.</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Wednesday. Last day to withdraw from first session classes.</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Thursday. In-person registration for the second session for graduate students.</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>Thursday. Late registration for graduate students.</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>Saturday. First Summer Session ends.</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>Monday. Second Summer Session begins.</td>
</tr>
<tr>
<td></td>
<td>31</td>
<td>Wednesday. Last day to change to auditor status for the second session.</td>
</tr>
<tr>
<td>August</td>
<td>5-16</td>
<td>Monday-Friday. Early/Mail registration for Autumn Quarter. Consult schedule for details. (Tentative.)</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>Wednesday. Last day to withdraw from second session classes.</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>Saturday. Second Summer Session ends.</td>
</tr>
</tbody>
</table>