### Academic Calendar 1992-93

#### Autumn Quarter
- **September 4**: Friday. Autumn Quarter tuition due.
- **October 1**: Wednesday. Autumn quarter begins.
- **October 2**: Thursday. University degree conferred.
- **October 12**: Monday. St. Vincent DePaul Day Celebration—no classes.
- **November 6**: Friday. Last day to withdraw from Autumn classes with 100% refund.
- **November 25-29**: Wednesday evening-Sunday. Thanksgiving Holiday. No classes.
- **December 1-7**: Tuesday-Monday. Final examinations for Autumn Quarter.
- **December 7**: Monday. Autumn Quarter ends.
- **December 18**: Friday. Winter Quarter tuition due.

#### Winter Quarter
- **January 4**: Monday. Winter Quarter graduate classes begin.
- **January 15**: Friday. Last day to withdraw from Winter classes with 100% refund.
- **February 29**: Friday. Final date for filing for June awarding of degrees.
- **February 1**: Monday. University degree conferred.
- **March 26**: Friday. Last day to withdraw from classes.
- **March 12**: Friday. Spring Quarter tuition due.
- **March 13**: Saturday. Last day of Winter quarter classes.
- **March 15-20**: Monday-Saturday. Final examinations for Winter Quarter.
- **March 20**: Saturday. Winter Quarter ends.

#### Spring Quarter
- **March 27**: Saturday. Spring Quarter begins.
- **April 9-11**: Friday-Sunday. Easter Holiday. No classes.
- **April 12**: Monday. Last day to withdraw from Spring classes with 100% refund.
- **May 14**: Friday. Last day to withdraw from classes.
- **May 31**: Monday. Memorial Day holiday—no classes.
- **June 7**: Monday. Last day of Spring graduate classes.
- **June 14**: Saturday-Sunday. Commencement.
- **June 18**: Monday. Spring Quarter ends.

#### Summer Sessions
- **June 16**: Wednesday. Summer Session I begins.
- **July 5**: Monday. Independence Day observed. Holiday—no classes.
- **July 9**: Friday. Last day to withdraw from first session classes.
- **August 21**: Wednesday. Summer Session I ends.
- **August 22**: Thursday. Summer Session II begins.
- **August 13**: Friday. Last day to withdraw from second session classes.
- **August 25**: Wednesday. Summer Session II ends.
DePaul University Bulletin
Graduate School of Business
1992-93

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

Editor: Paul G. Roberts
The Frank J. Lewis Center
25 East Jackson Boulevard
Suite 1204
Chicago, IL 60604-2287
Telephone: 312-362-8810
Accreditation

DePaul University is accredited by:
The American Assembly of Collegiate Schools of Business
The American Chemical Society
The American Psychological Association
The Association of American Law Schools
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 Schools

DePaul University is on the approved list of:
The American Bar Association
The Illinois Board of Higher Education
The Illinois Department of Registration and Education
The Illinois Office of Education and State Teacher Certification Board
The National Association for Music Therapy
The State Approving Agency for Veterans Training

DePaul is a member of:
The American Association of Colleges of Nursing
The American Association of Colleges for Teacher Education
The American Association on Higher Education
The American Association of Theatre for Youth
The American Association of University Women
The American Council on Education
The Association of Catholic Colleges and Universities
The Association of Governing Boards of Universities and Colleges
The Chicagoland Advocates for Signed Theatre
The Consortium of Conservatory Programs
The Council on Graduate Schools
The Illinois Arts Alliance
The International Association of Theatre for Children and Young People
The League of Chicago Theatres
The Midwest Alliance in Nursing
The National Association of Independent Colleges and Universities
The National Catholic Education Association
The National League for Nursing

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 Human Resources, 243 S. Wabash Ave., Chicago, Illinois 60604-2302.

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### Contents

- **Academic Calendar 1992-93** ............................................. Inside Front Cover
- **Graduate School of Business**
  - Programs of Study ................................................. 9
  - Curriculum ......................................................... 12
  - GBS Courses ....................................................... 24
  - Special Topics Courses ........................................... 29
- **School of Accountancy**
  - Management Accounting ........................................... 33
  - Management Information Systems ................................ 34
- **Economics Department**
  - Business Economics .............................................. 52
  - International Business ........................................... 56
  - Quantitative Methods ............................................ 98
- **Finance Department**
  - Finance .............................................................. 60
- **Management Department**
  - Business Law ....................................................... 75
  - Entrepreneurship ................................................. 67
  - Human Resources Management ................................... 68
  - Operations Management ......................................... 69
  - Quantitative Methods ............................................ 70
- **Marketing Department**
  - Concentrations in Marketing ................................... 79
  - Marketing Management ........................................... 79
  - Marketing Research ............................................... 80
  - Board of Trustees ................................................. 83
  - Administration .................................................... 84
  - Faculty ............................................................. 85
  - Advisory Council of the College of Commerce ............... 95
  - Admission .......................................................... 97
  - Academic Regulations and Information ....................... 99
  - Index ............................................................... 113
  - The Vincentian Character of DePaul University ............. 116

**Please Note:** The University reserves the right to revise its bulletins and schedules. See page 99 for further details.
Campus Locations

The Graduate School of Business offers courses at our Loop Campus as well as at two convenient suburban locations.

LOOP CAMPUS
Frank J. Lewis Center
25 East Jackson Boulevard
Chicago
(full program of course offerings)

O'HARE CAMPUS
3166 Des Plaines River Road
Des Plaines
(presently selected course offerings)

OAK BROOK CAMPUS
2 Westbrook Corporate Center
Cermak Road and Wolf Road
Westchester
(presently selected course offerings)

Students may take courses at any of the three locations whenever such courses pertain to their degree requirements. Currently all students must complete at least part of their degree program at the Loop Campus since most specialization courses are offered only at this site. However, as the University continues to expand the number and variety of courses at the two suburban campuses, most students will be able to take increasing advantage of these locations.

All registration is handled through the Loop Campus Office of the Graduate School of Business. Textbooks will be sold at each site at the beginning of the term for the classes meeting there.
O'Hare Campus
3166 Des Plaines/River Road
(just north of Devon)

Lincoln Park Campus
2323 N. Seminary, Chicago

Oak Brook Campus
Suite 200 — 2 Westbrook Corporate Center
(just west of Wolf Road on Cermak/22nd Street)

Loop Campus
25 E. Jackson Blvd., Chicago
Graduate School of Business

DePaul: One of the First Ten Business Schools

The business world of today is far reaching and complex. In many instances, our customers, our suppliers, and our competitors come from beyond our national boundaries. In such a fast-paced and expansive world, we have to continually strive to learn new concepts and ideas as well as to modify old ones which may have served us well for a number of years. The Graduate School of Business at DePaul is dedicated to helping our students prepare to compete in the dynamic years which lie ahead.

The academic year 1992-93 will mark the 80th anniversary of DePaul University's College of Commerce and the 44th year of its graduate programs in business. Established in the autumn of 1912 as the tenth business school in the USA, the College of Commerce began classes on January 13, 1913. Since that time we have had a major impact on the business community and the professional lives of our students.

The Graduate Division serves men and women who seek to advance and excel. The graduate programs at DePaul provide these men and women with the knowledge and expertise required to assume middle and upper level managerial or specialist positions within both the private and public sectors. At the same time we provide the graduate with a perspective which helps anticipate societal, legal and economic changes.

The high quality of DePaul University's business programs is demonstrated by the fact that all of our programs are 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. 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.

Ronald J. Patten, Ph.D., CPA
Dean and Professor
Mission of the College of Commerce

The purpose of the College of Commerce is to develop and disseminate knowledge as it relates to business and its role in society. As a primary objective, the College acts to incorporate positive cultural, social, moral and ethical values within its programs.

As an institution of higher learning, the College serves students who seek a high quality business education, both as a means of broadening their intellectual and cultural experiences and as a means of increasing their opportunities for achieving social and occupational mobility within a global society.

Programs of Study

The Graduate School of Business, in cooperation with the School of Accountancy, is committed to providing quality 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 degree of:

- Master of Business Administration and Juris Doctor (M.B.A./J.D.)

or to the joint degree:

- Master of Science in Management Information Systems (M.S./M.I.S.)

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 coursework 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, Management Information Systems, Business Economics, International Business, Quantitative Methods, Finance, Entrepreneurship, Human Resources Management, Operations Management, Marketing, and Marketing Research. The M.B.A. is scheduled primarily as an evening program.

MASTER OF SCIENCE IN TAXATION

The objective of the M.S.T. program is to provide an integrated sequence of courses that furnish intensive instruction in the substantive and procedural aspects of taxation. This program is primarily designed to serve the needs of individuals who are pursuing a career in taxation. The M.S.T. is scheduled primarily as an evening program.

MASTER OF SCIENCE IN ACCOUNTANCY

The objective of the M.S.A. degree is to provide a formal integrated sequence of courses at the graduate level which emphasize intensive study of 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. Applicants with training in accounting beyond the introductory level are not eligible for this program. The M.S.A. is scheduled primarily as an evening program.

In addition to the M.S.A. a full-time, professional M.S.A. Program is offered. Admission to this professional M.S.A. Program will also include the requirement of being hired by a major public accounting firm. Coursework is scheduled for a student to complete over a fifteen-month period. For additional information on the professional M.S.A. Program, please contact the School of Accountancy.

MASTER OF ACCOUNTANCY

The M.Acc. is a professional graduate degree in accounting which prepares students for professional accounting positions in public accounting, business and industry, and the public sector. Its objectives are to provide an understanding of the major technical, conceptual, and research issues in accounting through advanced study in the field of accounting and related disciplines; an understanding of the ethical and legal considerations of the accounting profession and of the professional judgment and independent attitude necessary to deal objectively with these considerations; and a broad education in the graduate business disciplines in order to provide the communication and management skills necessary to succeed in a highly competitive environment.

Candidates may apply for the M.Acc. program if they are:

• undergraduate accounting majors who have at least 120 quarter hours of study toward the Bachelor of Science in Commerce degree including Accountancy 204 and either 206 or 303 including at least 30 quarter hours of undergraduate study at DePaul University

OR

10
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.
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.

Entering students will be accepted only for the Autumn Quarter each year.

**COMBINED GRADUATE BUSINESS AND LAW PROGRAM**

DePaul University's College of Law and Graduate School of Business have designed a program of study which permits the full-time student to obtain the Master of Business Administration and Juris Doctor degree at a substantial reduction in time. The M.B.A./J.D. program recognizes the increasing complexity of business organizations and the increasing interaction of management and law.

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

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

Information on admission to the College of Law, may be obtained by writing to the College of Law, 25 E. Jackson Blvd., Chicago, IL 60604-2287; or by telephone 312 362-6831. Out of state residents may call 1-800-428-7453. Information on admission to the Graduate School of Business is given on page 97 of this Bulletin.

**JOINT GRADUATE BUSINESS AND GRADUATE LIBERAL ARTS AND SCIENCES PROGRAM IN MANAGEMENT INFORMATION SYSTEMS**

DePaul University's Graduate Division of the College of Liberal Arts and Sciences and the Graduate School of Business jointly offer an interdisciplinary Master of Science degree program in the area of Management Information Systems. This program addresses the needs of those students wishing to develop proficiency in both management and in systems development. The integrated curriculum thus draws upon the expertise of the business faculty as well as that of the Department of Computer Science and Information Systems.

Applicants to this program must meet the admission criteria of both the Graduate Division of the College of Liberal Arts and Sciences and the Graduate School of Business. In addition, students must pass a Management Information Systems Assessment Examination and/or satisfy certain prerequisites.
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 "GSB" 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 GSB courses marked as required on the student's evaluation sheet must be taken as part of the degree program. GSB courses which are not marked as required on the student's evaluation sheet may not be taken as part of the degree program. (Students in the combined or joint degree programs may have modifications or substitutions for some of the Phase I requirements depending upon their program, choice of courses, and previous training.)

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 Money, Banking and Economic Activity

Environmental Perspective

* GSB 509 Legal Aspects of Business—Fundamentals

* M.B.A. students concentrating in International Business may count Economics 556 as a substitute for GSB 503. M.S.A. students may count ACC 544A as a substitute for GSB 507 and ACC 552A as a substitute for GSB 509.

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 the equivalent of one semester Management Information Systems course taken at a four-year 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 a course in organizational psychology, organizational behavior or sociology of organizations.
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 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 course work and/or credit-by-examination, a student must still meet all residency requirements and must complete the minimum number of graduate courses and credits required for the specific degree program. (See minimum degree requirements listed on pages 15-23.)

**PHASE II—ADVANCED PROGRAM: M.B.A.**

Phase II consists of advanced GSB courses in the functional areas of business, concentration courses, and electives outside the area of concentration. The minimum requirement for Phase II is ten, eleven, or twelve courses, depending upon the choice of concentration.
Decisions in the Functional Areas of Business

Students usually must take some or all of these five GSB courses, precisely as directed by the Graduate School of Business on the student's program 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 GSB 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 Financial Management

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

CAPSTONE COURSE

GSB 599 Organizational Policy Formulation and Strategic Management

Students may be required to take this capstone course as directed by the Graduate School of Business. This course integrates the material from the major business disciplines.

Concentration

Students must declare one (and only one) concentration. Four, five, or six courses are required, depending upon the choice of concentration. M.B.A. concentrations available are:

  Management Accounting
  Management Information Systems
  Business Economics
  International Business
  Quantitative Methods
  Finance
  Entrepreneurship
  Human Resources Management
  Operations Management
  Marketing Management
  Marketing Research

Specific requirements for each concentration are listed in the appropriate section of the Bulletin. In the case of Business Economics, Finance, Entrepreneurship, Human Resources Management, or Marketing Management, the concentration will consist of four courses. In the case of International Business or Operations Management, the concentration will consist of five courses. In the case of Management Accounting, the concentration will consist of five or six courses, depending upon the student's previous training in accounting. In the case of Management Information Systems, Quantitative Methods, or Marketing Research, the concentration will consist of six courses.
Electives Outside the Area of Concentration

One to six electives must be taken outside the area of concentration. The number required will depend directly upon the number of courses the student has been directed to take in the GSB 511-516 series (see above) and will be spelled out on the student’s program evaluation sheet. The determination of the number of electives required is based on the curricular rule which holds that at least six of the courses in Phase II must be taken apart from the area of concentration. Thus, those students who are directed to take all five courses in the GSB 511-516 series will be required to take one appropriate elective course outside the area of concentration; those students who are directed to take only four courses in the GSB 511-516 series will be required to take two appropriate elective courses outside the area of concentration; and so forth. (An exception is made for those students concentrating in Quantitative Methods, in recognition of the special interdisciplinary nature of this program. Two courses taken within the concentration may be considered a substitute for two electives outside the area of that concentration. Thus a student who will complete the Quantitative Methods concentration and who was required to take four or all five of the advanced GSB 511-516 series will thereby fulfill the minimum Phase II requirement.)

All such electives must be chosen from appropriate departmental courses offered by Accountancy, Economics, Finance, Management, or Marketing, or GSB 520, 530, 540, 556, 557, 558, 640, 650 or 798, but in any event must be outside the area of concentration. Any course which duplicates previous successful course work may not be chosen; any course from which the student has been waived may not be chosen.

Additional Electives

In some cases a student may be required to take one, two, or three additional electives beyond the minimum requirement for Phase II to meet the overall thirteen course minimum requirement for the M.B.A. degree. For example, a student who has been waived completely from Phase I and has completed the minimum required for Phase II—ten or eleven or twelve courses depending upon the program—will need an additional three or two or one elective(s) respectively to reach a total of thirteen graduate courses.

Such additional elective(s), if needed, will be indicated on the student’s program evaluation sheet and must be chosen from appropriate departmental courses offered by Accountancy, Economics, Finance, Management, or Marketing, or GSB 520, 530, 540, 556, 557, 558, 640, 650 or 798. Such additional elective(s) may be taken either within or outside the area of concentration. Any course which duplicates previous successful course work may not be chosen; any course from which a student has been waived may 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 qtr. hrs.). The maximum number of courses including those in Phase I is twenty-one (84 qtr. hrs.) or twenty-two (88 qtr. hrs.) or twenty-three (92 qtr. hrs.) for a degree program, depending upon the choice of concentration.

   Additional prerequisite courses may be recommended to strengthen background for certain programs or choices of courses. Such prerequisites are not counted toward the minimum or maximum number of required courses.
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 pages 12-14).
3. Completion of a minimum of ten, eleven or twelve courses in Phase II as outlined above, depending upon the choice of concentration. Programs with a concentration in Business Economics, Quantitative Methods, Finance, Entrepreneurship, Human Resources Management, or Marketing Management have a Phase II minimum of ten courses, depending upon the student's previous training. Programs with a concentration in International Business or Operations Management have a Phase II minimum of eleven courses, depending upon the student's previous training. Programs with a concentration in Management Accounting have a Phase II minimum of eleven or twelve courses, depending upon the student's previous training. Programs with a concentration in Management Information Systems or Marketing Research have a Phase II minimum of twelve courses, depending upon the student's previous training.

PHASE II—ADVANCED PROGRAM: M.S.A.

Accountancy Courses (12 courses)

- Acct. 541A Financial Accounting Theory and Practice I
- Acct. 542A Cost and Managerial Accounting I
- Acct. 543A Financial Accounting Theory and Practice II
- Acct. 544A Cost and Managerial Accounting II
- Acct. 545A Advanced Topics in Accounting Theory
- Acct. 547A Audit and Regulation of Corporate Financial Reporting
- Acct. 548A Tax Treatment of Individuals and Property Transactions
- Acct. 550A Advanced Topics in Auditing
- Acct. 551A Tax Treatment of Corporations and Partnerships
- Acct. 552A Legal and Ethical Environment of Accounting Practice

Two additional graduate courses in Accountancy which must not duplicate prior successfully completed course work.

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 Economics, Finance, Management, or Marketing, or GSB 520, 530, 540, 556, 557, 558, 560, 570 or 798. Any course which duplicates previous successful course work, or from which a student has been waived, may not be chosen. Other nonduplicatory Phase II GSB courses may be used as electives only with written permission of the GSB 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 qtr. hrs.). The maximum number of courses including those in Phase I is twenty-one (84 qtr. 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 pages 12-14).
3. Completion of a minimum of twelve courses in Phase II as outlined above.

PHASE II—ADVANCED PROGRAM: M.S.T.

Prerequisite Taxation Courses (do not apply toward the thirteen course minimum)
- Acct. 548A Tax Treatment of Individuals and Property Transactions*
- Acct. 551A Tax Treatment of Corporations and Partnerships*

* Required only of students lacking an adequate undergraduate background in Taxation. These courses do not count toward minimum requirement.

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, 558, 640, 650, or 798.

(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, or from which a student has been waived, may 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 (13 qtr. hrs.). The maximum number of courses including those in Phase I is twenty-three (23 qtr. 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 pages 12-14).
3. Completion of a minimum of eleven courses in Phase II as outlined above.

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 systems, or (3) another area, as approved.

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

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 pages 12-14).
3. Completion of a minimum of thirteen courses in Phase II as outlined above.
JOINT DEGREE PROGRAM—MASTER OF SCIENCE IN MANAGEMENT INFORMATION SYSTEMS

This degree program is offered jointly by the Graduate School of Business and the Graduate Division of the College of Liberal Arts and Sciences through its Department of Computer Science and Information Systems. The Mathematical Sciences (MAT) courses and Computer Science and Information Systems (CSC) courses listed below are described in either the Undergraduate Colleges and Schools Bulletin or in the College of Liberal Arts & Sciences Graduate Programs Bulletin. Such courses are applicable to this joint program but not to the other degree programs offered through the Graduate School of Business. The remaining courses listed below (GSB, ECO, MIS, MGT) are described in this Bulletin.

The master's degree program consists of three phases:

- Prerequisite Phase
- Core Knowledge Phase
- Advanced Phase

The Prerequisite Phase guarantees that all students have a common background. The Core Knowledge Phase prepares students for advanced study. In the Advanced Phase, students specialize in selected areas of management information systems.

PREREQUISITE PHASE—M.S./M.I.S.

All applicants who satisfy the general admission requirements of the Graduate School of Business and the Graduate Division of the College of Liberal Arts and Sciences initially receive conditional admittance to the Master of Science in Management Information Systems degree program. They may then pursue the degree program but need to fulfill the following requirements to become fully admitted:

- Bachelor's degree completed.
- Counseling session with a graduate counselor.
- A passing score on the Graduate Assessment Examination or grades of "B-" or better in corresponding Prerequisite Phase courses.
- A course in assembly language or equivalent work experience.

MIS Assessment Prerequisites

The purpose of the Prerequisite Phase is to ensure a common background of knowledge in general business administration, software development, and quantitative methods. Successful completion of the Prerequisite Phase is required to move from the Prerequisite Phase to the Core Knowledge Phase and become fully admitted. To complete this phase, students either pass the DePaul courses listed below or they pass the corresponding written examinations. A grade of "B-" or better is required in the Software Development courses and MAT 140. The MIS Prerequisite Phase covers the following topics.
General Business Administration

GSB 503  Organizational Behavior: Micro Perspective
GSB 504  Financial Accounting
GSB 505  Contemporary Economic Analysis
GSB 507  Operations Management
GSB 508  Marketing Management
GSB 509  Legal Aspects of Business-Fundamentals
GSB 513  Money Banking and Economic Activity

Software Development

CSC 203  COBOL Programming
CSC 204  Advanced Topics in COBOL
CSC 215  Introduction to Structured Programming Using C or
CSC 225  Programming in C
CSC 310-311 or 410  Principles of Computer Science

Quantitative Methods

GSB 501  Mathematical Analysis for Decision Making
MAT 140  Discrete Mathematics I
CSC 323  Data Analysis and Statistical Software I

DEGREE REQUIREMENTS

The requirements for the Core Knowledge and Advanced Phases are presented below. In total, students complete thirteen graduate courses. At least six of these courses are chosen from the Computer Systems offerings and at least six of them from the Management Information Systems offerings. The remaining course is chosen from either of the two groups of courses.

CORE KNOWLEDGE PHASE – M.S./M.I.S.

Successful completion of the Core Knowledge Phase consists of completion of the Core Knowledge Phase courses and passing the Core Knowledge Examination.
Core Knowledge Phase Courses

These consist of three Computer Systems courses and three Management Information Systems courses for a total of six courses. Most students complete the courses listed below. However, waiver of some of these courses is possible for students with related course work or experience but requires the permission of their advisor. Students are still responsible for the content of these courses on the Core Knowledge Examination. The course requirements are:

Management Information Systems
- MIS 676 Management Information Systems: Planning Design and Implementation
- MIS 677 Information Systems Project Management

Computer Systems
- CSC 446 Computer Operating Systems
- CSC 449 Database Technologies
- CSC 459 File Management and Organization

Core Knowledge Examination

This examination covers the subject matter of the three Computer Systems courses in the Core Knowledge Phase. Students take this examination as soon as they successfully complete their Core Knowledge Phase courses. A "B" or better is required for the MIS course in the core knowledge phase. If a student receives a "C" or lower in one of these courses they have two options: 1) Re-take the course and receive a "B" or 2) Take the corresponding comprehensive exam and receive a passing grade.

Students who have related coursework or experience may earn a waiver of some of these courses by passing the Core Knowledge Examination but require the permission of their advisor to attempt this. Students earn a waiver only if they pass the associated Core Knowledge Examination material in one attempt. Waived Management Information Systems courses are replaced by Management Information Systems electives. Waived Computer Systems courses are replaced by Computer Systems electives.

Students must pass this examination in two attempts or they will not be allowed to continue in the program.

Deadline: Students must submit a written application the quarter before taking the Core Knowledge Examination.

ADVANCED PHASE—M.S./M.I.S.

Students must complete seven graduate courses. Three of these must be selected from the Advanced Phase Management Information Systems courses and three from the Advanced Phase Computer Systems courses. The seventh course must be chosen from MIS 686 Introduction to Telecommunications Management or CSC 461 Basic Communications Systems. Waiver of some of these courses is possible in individual cases but requires approval of the student's advisor.
Advanced Phase Management Information Systems Courses

Students must take two courses from Group A and one from Group B or one from group A and two from Group B. Waiver of these requirements is possible in individual cases but requires the permission of the student's advisor.

Group A:
- MIS 675 Advanced Systems Techniques
- MIS 678 Problems in Systems Design and Management
- MIS 689 Decision Support Systems and Expert Systems

Group B:
- MIS 683 Information Processing Management
- MIS 684 Computers in Society
- MIS 685 Security, Accuracy, and Privacy in Computer Systems

Students who have extra Management Information Systems electives due to waivers of required courses choose from the following courses or from courses in the above groups. With the permission of Dr. Milton D. Shulman, Program Director for MIS, they may also take other graduate courses offered by the Graduate School of Business.

- ACC 535 Accounting Systems
- ACC 526 Microcomputer Uses in Decision Making
- ACC 527 Construction and Use of Decision Models
- ACC 588 Management Consulting in the Accounting Profession
- GSB 511 Accounting Analysis for Decision Making
- MGT 510 Topics in Production Operations Management
- MGT 580 Operations Research

Advanced Phase Computer Systems Courses

Students must take three Advanced Phase Computer Systems courses chosen from the following two groups. Waiver of these requirements is possible in individual cases but requires the permission of the student's advisor.

one course chosen from:
- CSC 423 Data Analysis and Regression
- CSC 432 Computer and Information Systems Modeling
- CSC 467 Software Reliability
- CSC 468 Software Measurement

two courses chosen from:
- CSC 450 Office Systems
- CSC 462 Data Communications
- CSC 480 Artificial Intelligence
- CSC 558 Software Methodologies
- CSC 560 On-Line Systems and Telecommunications
- CSC 572 Computer Security
- CSC 574 Data Support Systems and Expert Systems
- CSC 581 Knowledge-Based Systems
Students who have extra Computer Systems electives due to waivers of required courses choose from the following courses or from the above two groups. With the permission of Dr. Martin Kalin, Program Director for CSC, they may also take other graduate courses offered by the Department of Computer Science and Information Systems.

CSC 442  Data Structures
CSC 489  Queueing Theory with Computer Applications
CSC 549  Advanced Topics in Database Technologies
CSC 565  Voice Telecommunication
ECO 512  Applied Time Series and Forecasting (offered by the Graduate School of Business)
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 pages 12-14. 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 511-512 and 514-516 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 some or all of the 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 on the basis of previous course work.
GSB 520, 530, 540, 556, 557, 558, 640, 650 and 798 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 Systems. GSB 556, 557 or 558 may be used as part of the concentration in International Business, and therefore may not be counted as electives outside the area of concentration in International Business.

No courses should be taken which duplicate 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, 558, 640, 650 and 798 will be offered each term.

GSB 500 Information Systems and Technology. This course introduces students to information technology and its use as a business and management tool. It adopts a user-oriented approach to the use, effects, development and management of information systems in organizations. Students will use various types of computers, operating systems and common business software, including spreadsheets and database management systems. 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 Cash Flows 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 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 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 equiv.

GSB 509 Legal Aspects of Business-Fundamentals. A study of the legal framework within which a U.S. business must operate in accordance with ethical considerations and social responsibilities is combined with the study of the application of substantive rules in the basic area of contracts. The second half of the term provides a study of the applications of the rules of the more specialized business contracts, namely, real and personal property, commercial paper, sales, and the laws of 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 511 Accounting Analysis for Decision Making. The purpose of this course is to provide students with a conceptual understanding of cost and managerial accounting and with the skills for applying the knowledge to decision making. Topics include cost behavior, cost-volume-profit analysis, cost systems, budgeting and control and decision making. Emphasis is on the interpretation and use of accounting information rather than its creation and accumulation. Prerequisite: GSB 501, 502, 503, 504 or 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, 503 or equiv.
GSB 513  Money, Banking and Economic Activity. A study of the complex relationship between fiscal and monetary policies and the business and economic environment within which the individual investor, financial institutions, and the financial officers of business operate. Specific topics include: role of money in the economy; financial markets and financial intermediaries with emphasis on commercial banks; commercial bank asset and liability management; central banking; monetary theories and monetary policy; and international finance. Prerequisite: GSB 501, 502, 505 or 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 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 equiv.

GSB 516  Financial Management. 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, 503 or 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 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. 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. (Cross-listed with MLS 452.) Offered at least once a year. Prerequisite: Graduate Standing.
GSB 556 Geo-Political and Cultural Characteristics of U.S. Trading Partners. Analysis of major geographical factors affecting current economic, geopolitical and cultural conditions in those countries most involved in U.S. foreign trade. Guest lecturers, 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 Seminar: 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. Animesh Ghoshal, 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.

GSB 599 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 516 or equivalent.

GSB 640 Problems in Ethics: Issues in Business. A seminar in business ethics that centers on theoretical, practical, and pedagogical issues. (Cross-listed with PHL 640 and MLS 642) Offered variably. Prerequisite: Graduate Standing.

GSB 650 Religious Ethics and Economics. This course will examine the thinking of social scientists, philosophers, and theologians on the impact of religious values and institutions, on the origin and development of American capitalism and its possible relevance to contemporary business ethics. (Cross-listed with PHL 650.) Prerequisite: Graduate Standing.

GSB 798 Special Topics. Content and format of this course is variable. An in-depth study of current issues. Subject matter will be indicated in class schedule. Offered variably. Prerequisite: As indicated in class schedule.
SPECIAL TOPICS

The Graduate School of Business curriculum provides up-to-date solutions to business problems. This classroom experience is further developed through our Special Topics Courses. A sample of Special Topics that have been recently offered are listed below. Check the class schedule for current offerings.

ECO 798  **Topics in International Money and Banking.** The goal of this course is to analyze international financial issues using modern economic analysis. Topics covered during the course include: open economy macroeconomics and its implications for monetary and fiscal policy, exchange rate determination, globalization of financial services, regulation of financial intermediaries in a global economy, and financial development of restructuring economies.

FIN 798  **Mergers and Acquisitions.** This course will study the various financial methods available to execute corporate restructuring. Leveraged recapitalization, mergers, acquisitions, divestitures, leveraged buy-outs, self-tenders, spinoffs, initial public offerings and free cash flow theory will be discussed. The class will employ various case studies to highlight and enhance class readings.

MGT 798  **Managing Cultural Diversity.** This course investigates what cultural diversity means for organizations. The course will start with the basics of defining cultural diversity and then examine its benefits and problems from many perspectives. The student will develop skills to be able to manage these complex situations in a positive and legal fashion. The course will use cases, exercises and draw upon the expertise of guest speakers.

MGT 798  **Future Direction and Global Perspectives.** This course will explore new directions and changing relationships in corporate management and will illustrate how overseas operations have become a vital dimension of management activity and profitability. The course will consider realignments, reorganization and restructuring as management challenges. The emphasis on Total Quality Management as a tool of competition will be emphasized. The role of new product development and new domestic and global markets will be discussed. Chairmen, CEOs and senior executives from fortune 500 companies will be among the executives who will participate in this Executive series. Discussions with these business leaders will be a major aspect of the program.

MGT 798  **Effective Business Negotiating.** Modern management requires effective negotiating skills in: purchasing, sales, finance, real estate, labor relations, governmental relations, human resources development and the day-to-day relationships between individuals and within groups. The elements common to all negotiations are defined: negotiating strategies and techniques are analyzed. Methods to expand negotiating options are examined. By participating in realistic negotiations students will gain experience in applying negotiating skills and insights.

MGT 798  **Real World Entrepreneurship: Making Things Happen.** The emphasis of this course is on purposeful, pragmatic passion needed in today's turbulent times. The focus is on common sense, street smarts, timing, cashflows, risks, and networking. A hands-on study of uncertainty and acceptable trade-offs when making decisions with insufficient data and insufficient time.
MGT 798 A Case Study In Total Quality Management. This course is an in-depth study of one of the more progressive companies in the area of Total Quality Management. It features speakers “who made it happen.” Topics include the structural, behavioral and conceptual components that had to change in order to reflect the values the Chairman believed were needed to do the job. The course was offered in the Galvin Center at the World Headquarters of Motorola.

MKT 798 Marketing In a Changing Social Environment. The marketer of today is faced with extraordinary challenges, more broad and serious than any since World War II. As a marketer, one must be concerned both with the changes in the consumer and also changes in corporations ability to respond to the consumer. Consumers coming out of the 80’s are changing radically entering a period social researches are calling “The Era of the Simple Life.” American businesses, attempting to respond to this changing consumer, are searching for better ways to develop and market quality products. This is calling for a complete rethinking of corporate strategy, purpose and environment/culture. This course will examine the evidence of the chaos and change in our society as well as look beneath the surface for the deeper undercurrents of change. The course will particularly focus on some overlooked 19th Century American thinkers whose insights and methods can help business people rediscover the meaning and purpose of a favorite, but misunderstood, American Business term: Pragmatism.

MKT 798 Marketing in the Pacific Rim. This course provides an in-depth study of the current developments in the Pacific Rim. It focuses on learning how recent social, cultural, political and economical developments of selected groups of countries affect the patterns of global trade. The course will help students develop skills in the creative and systematic use of such information in the design and evaluation of international marketing tactics and strategies. The course will be conducted in a seminar format. There will be lectures and discussions, analysis of current international events and student presentations.

MKT 798 Persuasive Business Communication. This course is designed to enhance the participant’s persuasive communication skills through application of the principles of communication science and the psychology of persuasion. Students learn and practice techniques in oral and written communication. Oral presentation and written communication techniques are explored including use of visuals, computer graphics, and layout techniques. The mechanics of Speech Apprehension (stage fright) are explored as well as techniques for management and reduction of this common, debilitating phenomenon. Personal ethics and credibility are explored as important components of effective persuasive communication.
School of Accountancy
Known for its innovative programs, the School of Accountancy has been a major source of graduates for professional accountancy and management information systems 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 Accountancy through teaching excellence, service, and research. The School of Accountancy serves by:

- providing qualified students through undergraduate and graduate degree programs with the education necessary to commence and continue their careers as professional accountants in public accounting, business and industry, and the public sector
- providing all students in the College of Commerce with a fundamental knowledge of accounting and information systems as a vital element in the management of complex organizations
- providing the public with education in accounting and management information systems 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 Systems concentration
Master of Science in Accountancy
Master of Science in Taxation
Master of Accountancy

Master of Science - Management Information Systems program (offered jointly through Graduate School of Business and Graduate Division of College of Liberal Arts and Sciences)
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, uses, and interpretations of management accounting information. 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 (Certified Management Accountant) exam.

Minimum requirements for the Management Accounting concentration are:
Accountancy 501, 502, 503, 599 and two graduate level Accountancy electives. The four required core course in the Management Accounting concentration are:
ACC 501—Financial Reporting and Taxation
ACC 502—Internal Reporting and Management Decisions
ACC 503—Accounting Information Systems and Auditing
ACC 599—Graduate Seminar in Management Accounting

Any substitutions for the core courses must be approved by the Program Administrator.

The two graduate level accountancy electives may be chosen from: Accountancy 526, 527, 528, 533, 535, 536, 537, 538, 550A, 556, 557, 584, 586, 587, 588, or other courses approved by the program Administrator. The Program Administrator is Dr. Mark L. Frigo.
M.B.A.—Management Information Systems

The M.B.A. degree with a concentration in Management Information Systems 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 various 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 GS 530, equivalent course work or practical experience. The extent to which experience may be sufficient will be determined by the assigned faculty advisor in consultation with the student and the Graduate School of Business.

Minimum requirements for a Management Information Systems concentration for the M.B.A. degree are: MIS 670, 671, 674, 676, 686 and one other graduate level MIS course.

Students with either previous course work or significant work experience equivalent to one or more of the courses MIS 670, 671, 674 or 676 should make the following course substitution(s) in consultation with their assigned faculty advisor:

<table>
<thead>
<tr>
<th>In Place of</th>
<th>Substitute</th>
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<tbody>
<tr>
<td>MIS 670</td>
<td>672</td>
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<tr>
<td>MIS 671</td>
<td>673</td>
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<tr>
<td>MIS 674</td>
<td>675</td>
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<tr>
<td>MIS 676</td>
<td>678</td>
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</tbody>
</table>

If all four of the above substitutions are made, then the MIS elective must be chosen from the following: MIS 677, 679, 683, 684, 685, 689.

Care should be taken to avoid duplication of course content. Enrollment in all MIS courses must be approved by the assigned faculty advisor.

Students wishing to concentrate in MIS must have their concentration courses approved by their assigned faculty advisor prior to beginning their Phase II course work. Failure to do so may result in the student not receiving credit for courses not approved and/or irreconcilable schedule conflicts.
M.S.A. and M.S.T. and M.Acc. and M.S./M.I.S.

Minimum Accountancy requirements for the M.S.A. degree are listed on page 17. The Program Administrator of this program is Dr. William Stevens.

Minimum Accountancy requirements for the M.S.T. degree are listed on page 18. The Program Administrator of this program is Dr. Edward Poth.

Minimum Accountancy requirements for the M.Acc. degree are listed on page 19. The Program Administrator of this program is Dr. John Ahern, Jr.

For the joint M.S./M.I.S. degree program in Management Information Systems, see page 19. The Program Administrator of this program is Dr. Milton D. Shulman.

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. (This course may not be taken by M.S.A. students.) Offered Autumn. Prerequisite: Completion of Phase I or equiv.

502 Internal Reporting and Management Decisions. Interpretation, analysis and use by management of internal accounting information. Topics include: inventory planning and control, cost allocation, cost-price-volume decisions, analysis and control of non-manufacturing costs, budgeting and financial planning, and capital budgeting. Students are familiarized with quantitative models and approaches used for management decisions such as linear programming, statistical quality control, network methods, regression correlation analysis and learning curves. When feasible, problems are solved manually and by computer. (This course may not be taken by M.S.A. students.) Offered Winter. Prerequisite: Completion of Phase I and Acc. 542A or equiv.
503 Accounting Information Systems and Auditing. Accounting systems design and the audit process, and how they interact to aid management in controlling business operations. Emphasis is placed on the functions of the 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 between internal and external auditors are discussed at appropriate points. (This course may not be taken by M.S.A. students.) Offered Spring. Prerequisite: Completion of Phase I and Act. 542A or equiv.

509 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 variably. Prerequisite: Completion of Phase I or equiv. and Act. 501, or Act. 543A.

526 Microcomputer Uses in Decision Making. Hands-on use of microcomputers as tools for solving business problems. Students will learn to apply existing software and to construct their own worksheets. Emphasis will be on problem formulation, input preparation and solution analysis. Problems are selected from areas such as allocation of scarce resources, capital budgeting, inventory planning and control, pricing and performance evaluation. Offered Autumn, Spring. Prerequisites: Basic Knowledge of Lotus 1-2-3, GSB 502 and either Act. 542A or GSB 511 and permission of instructor.

527 Construction and Use of Decision Models. This course covers the art of decision model construction and the application of existing decision models to managerial planning, control, and decision making. Existing models covered include linear programming and sensitivity analysis, learning curves, correlation analysis, inventory control models, PERT, and CPM. Students will learn to apply probability and utility theory to decision making under uncertainty, as well as to apply the concepts of game theory to conflict situations in a business setting. If time permits, the application of Markov processes and simulation to managerial planning and decision situations will be covered. Extensive microcomputer applications will be used in this course. Offered variably. Prerequisite: Completion of Phase I or equiv.

528 Behavioral Accounting. The course familiarizes the students with a conceptual understanding of the behavioral aspects of accounting 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.
Corporate Planning. This course investigates the conceptual framework for and the development of integrated corporate planning and control in business enterprises and not-for-profit organizations. Consideration will be given to long range strategic planning, annual budgets and product as well as project planning. The course also conveys an understanding of the human elements and organizational constraints which may affect the corporate planning function. Students will be exposed to the use of quantitative techniques and microcomputers as planning tools. Offered variably. Prerequisite: 

Accounting Systems. Today's business person requires a fundamental knowledge of computer-based information systems and their role in accounting functions and financial decision making. This course will enable the student to interface with accounting systems, to participate in their design and audit, and to use microcomputers effectively in financial planning, control, and analysis. Topics include: advanced data processing concepts, computer security and controls, systems analysis, design and implementation, hardware/software evaluation and selection, data base systems, data communications, and office automation. Students will gain hands-on experience on microcomputers. Offered Winter. Prerequisite: GSB 500, and GSB 511 or equiv.

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 Spring. Prerequisite: Acct. 503 or 547A or equiv.

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 variably. Prerequisite: GSB 504 or equiv.

Management Accounting for Nonprofit Organizations. The use of management accounting techniques for Nonprofit Organizations (e.g., municipalities, hospitals, colleges and universities, and others). Topics include cost accounting, relevant cost analysis, performance evaluation, and management reporting. The course involves the study of technical methods of management accounting and the analysis of case studies. Offered variably. Prerequisite: GSB 511, Acct. 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 Cost and Managerial Accounting I. Introduction to cost and managerial concepts and techniques. Topics include cost accumulation, cost behavior, break-even analysis, budgeting, contribution approach to income measurement, joint and by-product costing, cost allocation methods, and their relevance for decision making. Selected spreadsheet applications will be introduced. Offered Autumn, Winter, Summer. Prerequisite: Completion of GSB 500 and GSB 504 or equiv.

543A Financial Accounting Theory and Practice II. Continuation of intermediate theory and preparation of financial statements with emphasis on the components of stockholder's equity: special problems such as earnings per share, accounting changes, income taxes, and Statement of Cash Flows; review of relevant authoritative literature and interpretation of financial statements. Offered Winter, Spring. Prerequisite: Act. 541A.

544A Cost and Managerial Accounting II. This course presents topics in cost and managerial accounting. Topics include: budgeting, responsibility accounting, decentralization and transfer pricing, quantitative decision models and operations management. Computers will be used for problem solving. Offered Winter, Spring. Prerequisite: GSB 501, 502. Act. 542A or equiv.

545A Advanced Topics in Accounting Theory. The course is designed to provide comprehensive coverage of the following advanced topics: consolidation, partnership accounting, foreign operations, and not-for-profit accounting. Coverage of the topics emphasizes both theory and practice. Mastery of the material is obtained through problem solving situations. Offered Autumn, Spring. Prerequisite: Act. 543A.

547A Audit and Regulation of Corporate Financial Reporting. This course covers the theory of the auditing function. Topics covered include Generally Accepted Auditing Standards, the profession's ethical and legal dimensions, including the impact of the Securities and Exchange Commissions' securities legislation; audit planning; the internal control structure; audit evidence; and auditor's reports. The student will also be introduced to operational auditing. Offered Autumn, Spring. Prerequisite: Completion of Act. 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 Accountancy 584.) Offered Autumn, Winter. Prerequisite: Completion of GSB 504 or equiv.

NOTE: The letter 'A' denotes M.S.A. courses.
550A  **Advanced Topics in Auditing.** This course covers the implementation of Generally Accepted Auditing Standards, the use of statistical methods in auditing, the audit of computer-based systems, and the use of computer audit software. The course also includes an intensive review of recent statements on auditing standards. Offered Autumn, Winter. Prerequisite: Acc. 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 Accountancy 584.) Offered Winter, Spring. Prerequisite: Acc. 548A or its equiv.

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: GSB 509 or equiv.

556  **International Accounting, Auditing and Taxation Practices.** The course examines the environmental factors (political philosophies, economic structures, legal systems, etc.) that shape the basic development patterns of accounting and auditing 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. Particular emphasis will be placed on the harmonizations occurring in Europe in 1992. 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 variably. 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 auditing in an international setting. Students will also become familiar with ethical code of conduct considerations and with the accounting problems peculiar to developing nations. Offered variably. Prerequisite: Completion of Phase I.

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

**NOTE:** The letter “A” denotes M.S.A. courses.

The letter “T” denotes M.S.T. courses.
Topics in Individual and Corporate Taxation. This course deals with a variety of topics which are important in tax practice such as: alternative minimum tax, passive losses, interest limitations, the at-risk rule, hobby losses, use of a home, net operating losses, depreciation and capital recovery including related credits, unearned income of a minor child, uniform capitalization rules, and time value of money concepts. Offered variably.
Prequisite: Completion of Phase 1 or equiv. and Act. 551A and Act. 538T or equiv.

Taxation of Corporate Shareholders. Emphasis is on the federal income taxation of distributions to corporation shareholders, including non-liquidating distributions and distributions in connection with liquidations. Collapsible corporations and the tax consequences of transfers of property to a corporation are also covered. Offered Autumn, Winter, Spring, Summer. Prequisite: Completion of Phase 1 or equiv. and Act. 566T.

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. Prequisite: Completion of Phase 1 or equiv. Act. 558T and Act. 560T.

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. Prequisite: Completion of Phase 1 or equiv. and Act. 560T and Act. 561T.

Partnerships. An in-depth analysis of the federal income tax rules governing partners and partnerships. The course includes study of the aggregate and entity tax, distributions, partnerships, distributions and liquidations, dispositions of partnerships, interests, transactions concerning unrealized receivables, and substantially appreciated inventory items and special basis adjustments. Offered Autumn, Spring, Summer. Prequisite: Completion of Phase 1 or equiv. and Act. 551A and Act. 558T or equiv.

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, Summer. Prequisite: Completion of Phase 1 or equiv. and Act. 551A and Act. 558T or equiv.

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. Topics include the installment method, long-term contract method, accrual method, cash method, FIFO, LIFO, and accounting periods. Offered Autumn, Spring. Prequisite: Completion of Phase 1 or equiv. and Act. 551A and Act. 558T or equiv.

NOTE: The letter 'T' denotes M.S.T. courses.
566T **Federal Income Tax Procedures.** A study of the procedures which must be followed when dealing with the Internal Revenue Service and possible alternative courses of action. Included are such topics as the organization of the Internal Revenue Service, filing requirements, refund claims, closing agreements, examination procedures, protests, assessment, payment and collection of tax, statute of limitations, and interest and penalties. Offered Autumn, Winter, Spring, Summer. Prerequisite: Completion of Phase I or equiv., and Acc. 551A and Acc. 558T or equiv.

567T **International Aspects of United States Taxation.** This course covers the federal income taxation of United States persons investing or doing business outside the United States and of nonresident aliens and foreign corporations having nexus with the United States. Topics covered include among others: the foreign tax credit. Sub-part F income, controlled foreign corporations, sourcing rules and expatriate taxation. Offered Autumn, Spring. Prerequisite: Completion of Phase I or equiv., and Acc. 551A and Acc. 558T or equiv.

568T **Taxation of Closely Held Corporations.** This course deals with federal income tax planning in connection with the accumulated earnings tax, personal holding companies, S corporations, multiple corporations, transactions between related parties, and small business corporation stock. Offered Autumn, Spring. Prerequisite: Completion of Phase I or equiv., and Acc. 560T and Acc. 561T.

569T **Concepts of Deferred Compensation.** The nature, purpose and operation of the various forms of deferred compensation are examined and evaluated: employee pension, profit sharing and stock bonus plans, stock options, executive compensation plans, retirement plans for self-employed individuals; other plans. Offered Autumn, Winter, Summer. Prerequisite: Completion of Phase I or equiv., and Acc. 551A and Acc. 558T or equiv.

570T **Concepts of State and Local Taxation.** This course deals with the common types of taxes imposed by state and local governments: income, sales, excise and City of Chicago 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 Winter, Spring. Prerequisite: Completion of Phase I or equiv., and Acc. 551A and Acc. 558T or equiv.

571T **Estate and Gift Taxation.** This course consists of a detailed review of the federal estate and gift tax laws. In the area of estate taxation, assets included and deductions allowed are reviewed in detail by reference to law, regulations and cases. Recognition of gifts and gift tax deductions and exclusions are also covered. Offered Autumn, Winter, Spring. Prerequisite: Completion of Phase I or equiv., and Acc. 551A and Acc. 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 Winter. Prerequisite: Completion of Phase 1 or equiv., and Act. 551A, Act. 558T, and Act. 571T or equiv.

574T Estate Planning. This course will deal primarily with how to avoid and minimize federal estate 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, the use of trusts, generation skipping transfers, and charitable gifts will also be considered. Offered variably. Prerequisite: Completion of Phase 1 or equiv., and Act. 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 (feetet 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.

577T Taxation of Financial Products and Market Participants. This course provides an in-depth analysis of the taxation of various financial products and market participants. Topics include the taxation of section 1256 contracts; hedging transactions; foreign currency transactions and section 988 information reporting requirements; joint venture, partnership and corporate considerations; treatment of dealers, traders and investors; and the impact of the passive activity rules and related provisions on market participants. Offered Spring. Prerequisite: Completion of Phase 1 or equiv. Act. 551A, Act. 558T and Act. 564T 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 Winter. Prerequisite: Act. 563T or equiv.

582T Advanced Concepts in International Taxation. This advanced course is a companion offering to the introductory international taxation course (Accountancy 367T). 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. Prerequisite: Act. 567T or equiv.

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

585 **The Regulatory Environment of Accounting.** An advanced course which examines the historical and current impact of the Securities and Exchange Commission on significant issues in professional and corporate accounting. Topics include: the standard-setting process for accounting and auditing issues, regulatory influences on the accounting and auditing practices of public companies, accountants' social and ethical responsibilities, and recent developments in the practice of accounting and auditing of public companies. Pronouncements issued by professional and regulatory bodies are examined from the perspective of corporate management and the public accountant. Selected interim and annual reports to the public as well as required reports to regulatory bodies are reviewed to demonstrate a variety of current practices. Offered Spring. Prerequisite: Completion of Phase I or equiv.

586 **The Role of the Chief Financial Executive.** Recent years have seen a 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 variably. 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 Spring. Prerequisite: Completion of Phase I or equiv.

588 **Management Consulting in the Accounting Profession.** This course provides an overview of the scope and practice of management consulting and management advisory services (MAS) in the accounting profession. The process of management consulting is examined including: problem identification, proposal development, fact finding, solution analysis and implementation of recommendations. Case studies will be used in the course to demonstrate the process of management consulting in various areas. The course reviews the professional standards and ethics of management consulting practice. In addition, the course includes the marketing and engagement management aspects of management consulting. Offered variably. Prerequisite: Completion of Phase I or equiv.
**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, Acc. 551A and Acc. 558T or equiv.

**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:** Acc. 560T, Acc. 561T, Acc. 566T and Acc. 571T.

**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 Spring. **Prerequisite:** Acc. 501, 502, 503 or equiv.

**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, advanced data processing concepts and accounting procedures and controls. Students will gain hands-on experience on microcomputers. Offered Winter. **Prerequisite:** GSB 500 and GSB 511 or equiv.

**Advanced Auditing Theory.** Advanced study of auditing which includes the implementation of Generally Accepted Auditing Standards, 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 controls and balances, and the use of computerized software packages in the audit process. An intensive review of current authoritative literature in auditing is also provided. Offered Autumn. **Prerequisite:** Acc. 372 or 547A.

**NOTE:** The letter "T" denotes M.S.T. courses.
630 **Budgeting, Financial Planning and Control.** The study of quantitative, organizational behavioral aspects of budgeting for management planning and control. Topics include strategic planning, long-range planning, budgeting, cost analysis, capital budgeting, transfer pricing and divisional performance measurement. Exposure given 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., M.S.A., or P.M.S.A. programs or permission of instructor.) Offered Winter. Prerequisite: Prin 1 or equiv., and Act. 303 or Act. 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. Students are expected to demonstrate an ability to use the accounting research literature. (Enrollment is limited to students in the M.Acc., M.S.A. or P.M.S.A. programs.) Offered Spring. Prerequisite: Act. 543A or equiv. and fifth year student.

650 **Communication in an Accounting Environment.** This course focuses on the impact of oral and written communication on the job of the accountant. Cases from public and private accounting practice form the basis for a step by step approach to the identification and understanding of the communication aspects of the accountant's management responsibilities. Offered Spring. Prerequisite: Graduate Standing

652 **Management of an Accounting Environment.** This course focuses on the development of management 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 situations facing the accountant. (Enrollment is limited to students in the M.Acc., M.S.A. or P.M.S.A. programs or permission of instructor.) Offered Autumn. Prerequisite: Act. 650

690 **Graduate Internship.** Technical knowledge acquired in the classroom is applied in an actual business environment through varied assignments under supervision in industry, government, or public accounting. Offered variably. Prerequisite: Permission.

798 **Special Topics.** Content and format of this course are variable. An in-depth study of current issues in accounting. Subject matter will be indicated in class schedule. Offered variably. Prerequisite: As indicated in class schedule.

799 **Independent Study.** Available for graduate students of demonstrated capability for intensive independent work in accountancy. Prerequisite: Written permission of supervising faculty member, Director of School of Accountancy, and Director of Graduate School of Business required prior to registration.
MANAGEMENT INFORMATION SYSTEMS

The School of Accountancy offers the following graduate courses in Management Information Systems:

MIS 670 **Data Processing Concepts.** Going beyond the basic conceptual considerations, this course considers in greater depth a variety of topics in the areas of computer hardware, software and systems. Among the topics discussed are types of computers; applications of computers; files, file organization, and data base concepts; operating systems; multiprocessing, and virtual storage; data communications; networks and distributed data processing; management information systems; decision support systems; expert systems; and other selected topics. Offered Autumn, Summer. **Prerequisite:** GSB 500 or equiv.

MIS 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; database concepts and other approaches to data organization. Emphasis will be on business applications with data processing illustrated through extensive programming in the COBOL programming language. Offered Winter. **Prerequisite:** MIS 670 and GSB 550 or equiv. or permission.

MIS 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; online real-time systems; time-sharing 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. Offered Autumn. **Prerequisite:** Completion of Phase 1 and MIS 670 or equiv.

MIS 673 **Database Systems.** An introduction to data analysis, modeling and database design from the point of view of an information system analyst who works closer to users than to computers. Topics include semantic data modeling; normalization; logical record structures; design of network, hierarchical and relational database models; database query languages. Laboratory exercises include the use of a relational database system with query language SQL and a data modeling CASE tool. Offered Spring, Summer. **Prerequisite:** GSB 500 or equiv.
MIS 674 Systems Analysis and Design: Concepts, Tools and Techniques. This course is designed as the first of two courses. It focuses on the early phases of the information systems development life cycle and covers primarily process-oriented techniques, methods, and methodologies. This course prepares students for the case study-oriented MIS 676 course where learned techniques are applied. Laboratory exercises include the use of a computer-aided software engineering (CASE) tool. Offered Autumn, Winter. Prerequisite: Completion of Phase I and MIS 670 or equiv.

MIS 675 Advanced Systems Techniques. This course assumes a familiarity with basic systems techniques and tools such as data gathering, recording, and analysis, flow charting, decision tables, system implementation, etc. Topics to be covered include systems concepts and philosophy, advanced tools of systems analysis and design, the human element in systems, end-user computing, and the like. Offered Winter. Prerequisite: MIS 674 or equiv or permission.

MIS 676 Management Information Systems: Planning, Design and Implementation. The second of a two-course sequence for MIS majors. It summarizes and extends the concepts of functionally oriented, structured, and data-oriented methodologies, and CASE tools and focuses on applying them. It covers other topics of interest to the systems developers and systems manager, such as: methodologies for systems development without programmers (prototyping, 4th generation languages, end user computing), management of information services including information center concepts, and analysis and design of decision support and expert systems. Offered Winter, Spring. Prerequisite: MIS 671 and MIS 674 or equiv.

MIS 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. Offered Winter, Summer. Prerequisite: MIS 674 or equiv or permission.

MIS 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. Offered Spring. Prerequisite: MIS 676 or equiv or permission.
MIS 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. Offered Winter. Prerequisite: Permission.

MIS 683 Information Processing Management. Managing information technology is one of the greatest challenges facing managers today. This course is designed to prepare students to assume management positions in Information Systems (IS) or end-user departments. It addresses the location and organization of the IS function, IS planning methodologies and integration with corporate strategic planning, quality and financial control mechanisms, selection of IS projects and technologies, and international IS considerations. (Cross-listed with CSC 483.) Offered variably. Prerequisite: MIS 676 or equiv. or permission.

MIS 684 Computers in Society. The computer has had a profound effect on individuals, organizations and society as a whole. Its effects have been both positive and negative. Computer-based systems are currently implemented in virtually every field of endeavor and in the future will in all likelihood have an even greater impact than they have until now. Developments within this field have occurred very rapidly over a relatively short period of time so that we must now consider the implications of this revolution on the individual, on organizations, and on society as a whole both national and international. This course will examine the historical perspective, the computer industry, implications for the individual, effects on organizational practice, privacy and the quality of life, professionalism and ethics, and future trends. Offered variably. Prerequisite: MIS 670 or equiv.

MIS 685 Security, Accuracy, and Privacy in Computer Systems. Management decisions are increasingly being made on the basis of information provided to managers by the data processing system rather than on the basis of experience and intuition alone. In order for this information to be reliable, it must be accurate and its integrity must be maintained. Data and records are vital assets to any enterprise and therefore must be guarded against unauthorized access and manipulation just as other more tangible assets are guarded. Just as data and records are important to an enterprise and therefore must be accurate and secure, so are an individual's data and records important to him/her. Therefore, the issues of privacy—who is authorized to examine an individual's records—and accuracy the completeness and correctness of the records—are critical. The three subjects are related in their technical solutions and hence should be considered together in the planning of computer installations. Offered variably. Prerequisite: MIS 676 or equiv.
**MIS 686 Introduction to Telecommunications Management.** This is a non-technical introductory course intended to familiarize the student with the field of telecommunications. It will cover the basic technologies employed in voice and data communication systems and their business applications. The structure, regulation, and history of the telecommunications industry will be discussed as well. This course is intended to be useful to persons without previous training in telecommunications. However, professionals who already have a specific knowledge in a particular aspect of telecommunications should find this course valuable in broadening their knowledge of the field. Offered Autumn, Spring. **Prerequisite:** MIS 670 or equiv.

**MIS 689 Decision Support Systems and Expert Systems.** A seminar on the planning, design, and implementation of decision support systems (DSS) and expert systems (ES). The emphasis of the course is on developing and building decision systems. Consideration will also be given to EndUser Computing and the evaluation and selection of DSS generators and ES shells. Students will gain hands-on experience in using DSS generators such as IFFS, prototyping languages such as Focus, and expert system shells such as VP-Expert. The course will include readings, research papers, and presentations. Offered Spring. **Prerequisite:** MIS 676 or equiv. or permission.

**MIS 798 Special Topics.** Content and format of the course are variable. An in-depth study of current issues in management information systems. Subject matter will be indicated in class schedule. Offered variably. **Prerequisite:** As indicated in class schedule.

**MIS 799 Independent Study.** Available for graduate students of demonstrated capability for intensive independent work in management information systems. **Prerequisite:** Written permission of supervising faculty member, Director of Systems Course and Programs, and Director of Graduate School of Business required prior to registration.
Economics Department

James E. Ciecka, Department Chair

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. 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 advises 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 and above 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 flour 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 effective 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 be able 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.

**INTERNATIONAL BUSINESS**—see this section: page 56

**QUANTITATIVE METHODS**—see this section: page 58

**505 Advanced Microeconomics.** An advanced course in microeconomic theory. This course will present a systematic and rigorous analysis of price determination and the allocation of specific resources to particular uses. 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 Spring. Prerequisite: Completion of Phase I, GSB 512 and Econ. 509 or equiv.
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; measures of macroeconomic activity; models of output, consumption, investment, and government behavior; business cycles; macroeconomic forecasting; and international economic relations. Offered Winter. Summer. Prerequisite: Completion of Phase I or equiv.

Business and Economic Forecasting. This course surveys a number of quantitative techniques commonly used to forecast business and economic variables. Emphasis will be on the techniques, their relative strengths and weaknesses, and real-world economic applications. Topics include smoothing techniques, regression and econometric analysis, and Box-Jenkins time series. Offered Spring. Prerequisite: Completion of Phase I and GSB 512 or equiv.

Applied Time Series and Forecasting. Theory and computer implementation of the Box-Jenkins techniques with emphasis on forecasting business and industrial activity. Offered Winter. Prerequisite: Completion of Phase I and GSB 512 or equiv.

Industrial Organization. This course is concerned with how the market system directs production decisions under varying deviations from the competitive environment. The links between market structure, conduct, and performance are examined. Topics include determinants of market structure, various theories of imperfect competition, price discrimination, predatory pricing, and antitrust policy. Offered Spring. Prerequisite: Completion of Phase I and GSB 512 or equiv.

Business and Public Policy. Critical examination of the role of government in business. A sketch of the historical relationship of government and business and the options open to the American people of different kinds of social control systems. Offered Summer. Prerequisite: Completion of Phase I and GSB 512 or equiv.

Public Economics and the Economics of Taxation. Application of microeconomic analysis to the role of the government in society. The theoretical foundation for the design of an efficient and equitable tax and expenditure program is presented and the impacts of such a program on the economy is explored through general equilibrium analysis. Students must have a solid foundation in basic calculus. Offered variably. Prerequisite: GSB 512.

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

550 Regional and Urban Economics. This course investigates the spatial character of an economic system. The first part of the course is concerned with theories in regional economics, including business and household location theory, urbanization, and regional development. The latter part of the course deals with urban economics, a specialized area concerned with the economic forces behind many urban problems. Topics include the economics of housing, transportation, poverty, crime, and urban public 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 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.
Topics in Quantitative Economics. This course is a seminar on the applications of quantitative and mathematical economics. Exact topics will be chosen by the instructor. Offered variably. Prerequisite: Completion of Phase I and GSB 512 or equiv.

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.

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

Special Topics. Content and format of this course are variable. An in-depth study of current issues in economics. Subject matter will be indicated in class schedule. Offered variably. Prerequisite: As indicated in class schedule.

Independent Study. Available to graduate students of demonstrated capability for intensive independent work in economics. Prerequisite: Written permission of supervising faculty member. Chairman, and Director of the Graduate School of Business is required prior to registration.

INTERNATIONAL BUSINESS

The modern U.S. economy is becoming increasingly interdependent with the economies 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). International business students should contact the Graduate School of Business office to be assigned a faculty advisor.

Minimum Requirements for an International Business Concentration are a total of five courses as follow:

(I) Completion of four courses listed in Category I and Category II below. At least two of the four courses must be from Category I.
Category I
ACC 557 International Accounting Issues and Problems of Multinational Enterprises
ECO 557 International Economics
FIN 557 International Finance
MGT 557 International Management
MKT 557 International Marketing

Category II
ACC 556 International Accounting, Auditing, and Taxation Practices
ACC 798 Special Topics (when topic pertains to International Business)
ECO 561 Economics of Underdeveloped Countries
ECO 798 Special Topics (when topic pertains to International Business)
FIN 798 Special Topics (when topic pertains to International Business)
GSB 556 Geo-Political and Cultural Characteristics of U.S. Trading Partners
GSB 557 European Seminar: Comparative Business Practice I
GSB 558 European Seminar: Comparative Business Practice II
GSB 798 Special Topics (when topic pertains to International Business)
MGT 558 Area Studies in International Management
MGT 798 Special Topics (when topic pertains to International Business)
MKT 798 Special Topics (when topic pertains to International Business)

and (2) ECO 556 which 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 waived out of GSB 503, are still required to take ECO 556 as a requirement for this program. It is recommended that International Business concentrators take ECO 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 interested in taking GSB 557 and GSB 558 as their Category II selections should contact the European Seminar Director, Mr. Herbert Honich, early in the Autumn Quarter. The seminar is conducted in the First Summer Session. The purpose of this seminar is to provide the students with an on-site introduction to the cultural, business and economic environment, and business practices in certain West European countries. Countries visited during recent years include 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. Students interested in GSB 798 Special Topics: French Economy and Business, which is held in France usually in early Spring, should contact the Seminar Director, Ms. Karen Stark, during the Autumn Quarter.

Students concentrating in International Business are strongly encouraged to acquire a foreign language. The modern language department at DePaul University offers courses in Chinese, French, German, Italian, Japanese, Polish, 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.

Minimum requirements for a concentration in QUANTITATIVE METHODS for the M.B.A. degree are: GSB 520, Economics 576, Management 580 plus three additional courses chosen from Economics 505, 511, 512, 580, and Management 510, 581, 582, 598, for a total of six courses for the concentration. Appropriate substitutions may be made by the Program Administrator, Dr. Jasbar Aliwan.
Finance Department
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 concept 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.

The department faculty includes experts in the various areas of finance, whose publications appear in numerous professional journals. Through the generosity of the Dr. William M. Scholl Foundation, an endowed chair has been established for a nationally recognized scholar in the field of financial management. Professor Keith Howe, Ph.D., has been holder of the Scholl Chair since 1986.

Minimum requirements for a finance concentration are: Completion of four graduate-level finance courses.

Career orientations in finance include: Corporate Financial Management, Investment Management, Banking and Financial Institutions, and Real Estate. The Finance Department offers a variety of courses which can enable the student to develop a flexible program in the many facets of finance or to concentrate more specifically in special areas. The following suggestions for a specific career orientation should prove helpful in program planning and course selections. However, in each case the student should check course selections against his or her official program evaluation to ensure that all requirements for 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 529 and a futures markets course, Finance 529.
Investment Management: Students attracted to a possible career in the investment field should take Finance 523 and 525 and might 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 533—Property Valuation, Finance 535—Real Estate Investment II: Strategy, Finance 596—Real Estate Seminar. 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.

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 and 531 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 I or equivil.

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 equivil.

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

513 Money and Capital Markets. Money and capital markets; economic forces that influence them; appropriate strategies of financial managers in participating in these markets. Prerequisite: Completion of Phase I or equivil.
FIN

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 and GSB 516 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: (1) the mechanics of the market, (2) hedging applications, (3) theory of futures markets 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 and GSB 516 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 and GSB 516 or equiv.

533 **Property Valuation.** Critical analysis of the appraisal process and its theoretical foundation. Analysis of techniques of valuation of investment and income-producing properties. Exploration of both basic and innovative approaches to value analysis. **Prerequisite:** Completion of Phase I and GSB 516 or equiv.

535 **Real Estate Investment II: Strategy.** Analysis of alternative strategies available to real estate investors, and the implications for investment outcomes. Emphasizes after-tax cash flow consequences of investment decisions. **Prerequisite:** Finance 530 or equivalent and one Finance MBA course (FIN 523 is recommended).

551 **Problems in Corporate Financial Policy.** Theoretical and practical tools in financial decision making are discussed using cases to reinforce the students' 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 equivalent, and one Finance MBA course (FIN 523 is recommended).
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. For example, these topics areas could include current asset management, convertible bonds, warrants, lease financing, mergers and consolidations, or other current financial issues. Prerequisite: Completion of Phase I and GSB 516 or equivalent, and one finance MBA course (FIN 523 is recommended).

International Finance. Analysis of spot and forward foreign exchange markets, Eurodollar market, adjustment mechanism under fixed and floating exchange rates, policy mixes for external and internal balance, and the international monetary system. Prerequisite: Completion of Phase I or equiv.

Risk Management. This course addresses the basic financial and statistical techniques which enhance risk management decision-making. The objective of this course is to develop a fundamental analytic framework and to apply it to issues of concern to corporate or investment risk managers. Prerequisite: Completion of Phase I and GSB 516 or equivalent, and one finance MBA course (FIN 523 is recommended).

Financing New Ventures. This course will focus on identifying, examining and evaluating various sources of seed and growth capital. Emphasis will be on legal, financial, and tax issues related to capital formation as well as specific problems experienced by the small to medium sized firm undergoing rapid growth. Topics discussed will include financing startups, financial planning and strategy, going public, selling out and bankruptcy. A formal proposal for capital formation developed through field research will be required of each student. This course is designed for students in the Entrepreneurship Program offered by the Management Department. Offered: Spring. Prerequisite: Completion of Phase I and GSB 516 or equiv. and MGFT 570.

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

Real Estate Seminar. The objectives of this course are to identify current, researchable topics pertaining to real estate and for students to perform independent research on selected topics approved by the seminar professor. Meetings will be held on both a class and on an individual basis. Students will present both their proposals and the results of their preliminary investigations. A seminar research paper is required of each student. Prerequisite: Finance 530 and 531 or permission.

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 topics approved by the seminar professor. Students will present both their proposals and the results of their preliminary investigations in class. A seminar research paper is required of each student. Prerequisite: Two or more 500 level Finance courses.

Special Topics. Content and format of this course are variable. An in-depth study of current issues in finance. Subject matter will be indicated in class schedule. Offered accordion. Prerequisite: As indicated in class schedule.

Independent Study. Available to graduate students of demonstrated capability for intensive independent work in finance. Prerequisite: Written permission of supervising faculty member. Chairman and Director of the Graduate School of Business is required prior to registration.
Management Department
Management
Department

Kenneth R. Thompson, Department Chair

The program offerings in the Management department provide many more options to those desiring a concentration in Management than most M.B.A. programs in the country. The reason for this approach is to provide you, the student, with the greatest amount of flexibility in developing a career track that is right for you and meets the needs of the job market. We specialize in our number of career options so we can provide you with the cutting edge of technology instead of a generalized management preparation.

There are four areas of concentration that a student may receive in the department of Management: Entrepreneurship, Human Resource Management, Operations Management, and Quantitative Methods.

The Entrepreneurship concentration is designed not only for those considering starting their own business, but for those in organizations that have a strong desire to develop the entrepreneurial spirit through forms of organization and ways of managing people.

The Human Resources Management concentration provides the student with two career options. For those interested more in managerial skills, the career track in Leadership and Organization Development is designed to enhance an individual's preparation for the human skills needed to succeed in a managerial position. For those interested more in the technical aspects of Human Resource Management, the career track in labor relations and human resources specialist would be most appropriate.

Operations Management is designed for the individual that is targeting a career in managing an organization. Planning, organizing, and controlling the activities of an organization is the major thrust of preparation in the Operations concentration. We provide specific preparation in the management of service sector organizations, general design and management of operations in general, and an area in materials management.

Quantitative Methods is designed for students pursuing a career option in mathematical approaches to management problem solving. The Quantitative Methods Concentration is offered jointly with the department of Economics.
ENTREPRENEURSHIP

Entrepreneurship has been given increasing emphasis in the economic, academic and political arena. Small business has traditionally been recognized as the mainstay and backbone of the American economy, representing 97% of all business, accounting for up to 82% of all new jobs in recent years and contributing 43% of the Gross National Product.

Entrepreneurs have been heralded in studies as the engineers of economic growth. Foreign governments and domestic corporate giants have envied their spirit and the jobs and profit it produced. Underlying economic trends have brought entrepreneurship to the foreground. Computer gave birth not only to a new industry, with hundreds of start-ups, but also revolutionized older industries, such as telecommunications. A strong resurgence of these entrepreneurial undertakings has occurred recently with over 600,000 new start-ups each year.

The entrepreneurship concentration is characterized by its contemporary, integrative approach to management education. It is designed for the student who seeks to become an entrepreneur or who wants to work with entrepreneurs in a professional capacity such as consultant, financial analyst, banker or venture capitalist.

The three objectives of the Entrepreneurship concentration are: a) to awaken the student's perception that career opportunities exist which allow one to be in control of one's own destiny, b) to develop an integrated foundation which can be used to start, run and develop a business, and c) to promote the realization that entrepreneurship is not an isolated topic, but a multidisciplinary field that is applicable in many areas of endeavor.

Minimum requirements for Entrepreneurship concentration are: Management 570 Entrepreneurship and New Venture Management; Management 521 Growth Strategies for the Emerging Enterprise; Finance 571 Financing New Ventures; plus one of the following: Management 572 Corporate Ventures and Intrapreneurship; Management 590 Management of Innovation and Technological Change; or Management 798 Special Topics (when topics relate to Entrepreneurship, such as Franchising, Family Business Enterprises or Successful Entrepreneurship Models). Students are urged to consult Management Entrepreneurship faculty for recommendations on both Management selections and choice of electives or the Entrepreneurship Program Administrator: Dr. Harold P. Weisch.
HUMAN RESOURCES MANAGEMENT

Specialists in Human Resource Management have been in great demand with the advent of comprehensive anti-discrimination legislation and increased employee rights in the workplace ranging from drug testing to at-will firings. In addition, training and development has taken on renewed importance as businesses realize the importance of customer service and satisfaction as a major component in the customer's decision process. Further, organizations have become more aggressive with respect to union/organization relations. The DePaul Management concentration in Human Resources Management prepares a student to meet the technical demands of a Human Resources career. There are two career options in the human resource management concentration. The minimum course requirements for this option are four courses from those offered below in the Human Resource Management area.

Career orientations in human resource management include: Human Resource Management/Labor and Leadership and Organization Development. The Management Department offers a variety of courses which enable the student to develop a flexible program in the many facets of human resource management 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, students are not required to follow a specific career orientation.

The Human Resource Management/Labor option is designed to prepare the student for a career in Personnel, Labor Relations, or a general management preparation in the understanding of the utilization of human resources in the organization. Students interested in this option should take four of the following courses: Mgt 520- Personnel Theory and Contemporary Practice (only for those who have not had previous course work or work experience in personnel), Mgt 522 Human Resource Planning, Mgt 523 Recruitment and Selection, Mgt 524 Training and Development, Mgt 526 Compensation Management, Mgt 560-Labor Relations Law, Mgt 561-Collective Bargaining, Mgt 562-Grievance Settlement, Mediation and Arbitration, and Mgt 798-Special Topics (when related to Human Resources Management).

The Leadership and Organization Development option is designed for students desiring preparation for a Management training program in an organization. The area is designed to give students exposure to leadership styles, organization issues, and operational aspects of administration. Students interested in this option should take four of the following courses: Mgt 530-Leadership and Organization Dynamics, Mgt 535-Organization Development, plus those listed under the Human Resource Management/Labor option or BLW 508-Legal Aspects of Business-Total Perspective for the Executive, Mgt 503-Managerial Decision Making, Mgt 520-Personnel Theory and Contemporary Paractices, Mgt 531-Communication for Managers, Mgt 590-Management of Innovation and Technological Change, Mgt 798-Special Topics (when related to Human Resources Management), or those approved by the Human Resource Management Coordinator. Dr. Nicholas J. Mathys.
OPERATIONS MANAGEMENT

Operations Management is an area of study that focuses upon the internal operations of an organization. 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 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. There are three options under the Operations Management concentration. Minimum requirements for an Operations Management concentration are: Management 501-Operations Strategy; Management 598-Seminar in Operations Management (should be taken as the last course in the concentration), plus three other courses from those offered below in the Operations Management area.

Career orientations in Operations Management include: Service Sector Management, Design and Management of Operations, and Materials Management. The Management Department offers a variety of courses which enable the student to develop a flexible program in the many facets of operations management 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, students are not required to follow a specific career orientation.

The Service Sector Management area stresses service delivery systems and the management of an effective service organization. Students interested in this option should take three of the following courses: Management 545 Operations Management in the Service Sector; Management 508 Operations Auditing; Management 590 Management of Innovation and Technological Change; Management 798 Special Topics (when related to Service Sector Management); or Marketing 590 Marketing of Services, or other Management courses selected in consultation with Operations Management faculty.

The Design and Management of Operations area stresses a general approach to systems management in a comprehensive yet pragmatic fashion. Students interested in this option should take three of the following courses: Management 503 Managerial Decision Making; Management 506 Operations Process Design and Control; Management 508 Operations Auditing; Management 510 Topics in Production and Operations Management; or Management 590 Management of Innovation and Technical Change.

The Materials Management area stresses optimal inventory, purchasing, and distribution decisions. Students interested in this option should take three of the following courses: Management 505 Production and Inventory Planning Control; Management 508 Operation Auditing; Management 510 Topics in Production and Operations Management; or Marketing 538 Channels of Distribution Management.

Students are urged to consult Management Operations faculty for recommendations on both Management selections and choice of electives. The Operations Management Program Administrator is Dr. Earl Young.
MGT

QUANTITATIVE METHODS

See Economics Department section for this joint Management/Economics concentration.

MANAGEMENT COURSE OFFERINGS

501 Operations Strategy. This course examines operations management in both manufacturing and service organizations as an 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: Autumn, Spring. Prerequisite: Completion of Phase I or equiv.

503 Managerial Decision Making. This course emphasizes the decision-making process from the perspective of front-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: Winter. Prerequisite: GSB 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: Winter. Prerequisite: Mgt. 301.

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 process analysis and design, facilities 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 operating management planning and control systems for an existing operation. Offered: Autumn, Spring. Prerequisite: Mgt. 501 and two additional courses in operations management.

508 Operations Auditing. This course focuses on the design and development of the approach and instruments necessary for conducting operations audits and reporting findings to management. The purpose of these audits is to analyze and evaluate the performance measures of any organizational unit or operating function. The manager uses this information to attain organizational goals such as effectiveness, efficiency, productivity, and compliance with contracts, laws, or policies and procedures. Offered: Winter. Prerequisite: Mgt. 501.
510 **Topics in Production and Operations Management.** This course offers a treatment of several specific production and operations management functional areas including: statistical process control, total quality control, just-in-time, enhanced scheduling technologies, and productivity measurement. The interrelationship of these topics is identified and applications are discussed in various manufacturing and service environments. Offered Autumn, Spring. Prerequisite: Completion of Phase 1 or equiv.

512 **Research Methods for Managerial Decision Making.** This course integrates the student's knowledge of his/her major subject with research techniques designed to augment and enhance managerial decision-making. The student will have developed a new tool for managerial decision making different from the tools required in his/her experience or in other courses. Practical techniques dealing with problem formulations, accessing relevant literature, designing experimental and observational research studies, analyzing information, interpreting, and presenting research results will be covered. Offered variably. Prerequisite: GSB 502.

518 **Labor Economics and Labor Relations.** Cross-listed with Economics 518. For course description, see Economics 518.

520 **Personnel Theory and Contemporary Practice.** The general and specific managerial functions of the personnel department administrator are examined. Particular emphasis is given to recent development and applications of personnel techniques. (This course may not be taken by students who have previous course work or work experience in Personnel.) Offered Autumn, Spring. Prerequisite: Completion of Phase 1 or equiv.

521 **Growth Strategies for the Emerging Enterprise.** Alternative growth strategies for companies in the second stage of their life cycle are examined. After initial start-up, a unique set of problems and constraints confront the firm limiting its growth. Expansion of product line and services, new market territories, professionalism of management, delegation of owner's authority, expansion of facilities and going public, are some issues that are covered. Proposed revisions are critically evaluated. A field study and research paper involving the proposed plans in a specific firm are required by each student. Offered Autumn, Winter. Prerequisite: Completion of Phase 1 or equivalent.

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 Winter. Prerequisite: Completion of Phase 1 or equiv.

523 **Recruitment and Selection.** An advanced study of current recruitment and selection practices of organizations both public and private. Emphasis is placed on common tests that are used and an examination of those tests for applicability in specific situations. Legislation related to EEO and Affirmative Action programs are discussed. Offered Autumn, Spring. Prerequisite: Completion of Phase 1 or equiv.
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.

Compensation and Benefits. An in-depth treatment of pay and benefit practices including job evaluation, salary surveys, individual and group performance-based pay, health insurance, and pensions. The objective of this class is to help line managers and human resource department staff members understand pay and benefit plans and communicate those plans to employees. Theory and practice are combined in practical projects. Offered Autumn, Spring. Prerequisite: Completion of Phase I or equiv.

Leadership and Organization Dynamics. The four major areas of individual behavior, small group behavior, informal and formal organization structure, and group dynamics will be related to leadership style and effectiveness. Emphasis will be placed on the relationship of these areas to the psychological needs of both leaders and followers that are affected by organizational membership. Leadership styles will be examined and the students will have the opportunity to evaluate their particular style of leadership through experiential exercises including assessment center techniques and small group experiences. Offered Autumn, Winter. Prerequisite: Completion of Phase I or equiv.

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 Winter, Spring. Prerequisite: Completion of Phase I or equiv.

Organizational Development. Techniques of organization design and development with emphasis on the methods of planned and controlled change of the organization to insure its survival in a changing external environment. The interdependent elements of people, structure, tasks, and technology will be examined and related to changes in problem solving and renewal processes of personnel in the organization. Various phases of the OD process including changes in employee attitudes, resistance to change, survey feedback, team building, sensitivity training, quality of work life, and intervention techniques will be explored. Offered Winter, Spring. Prerequisite: Completion of Phase I or equiv.

Determinants of Public Policy. Examines the process of public policy making. Considers the context which limits the range of possible policy options and details the structure of the process. Case studies of specific public policies are used to illustrate how the process works. Offered variably. Prerequisite: Completion of Phase I or equivalent.
Operations Management in the Service Sector. This course provides an examination of operating activities in service industries. Emphasis is on the principles of design, operation, and control of service delivery systems. Lectures, cases, and assignments focus on such topics as: delivery system design, client interfaces, operations control, capacity management, and quality control. Offered Autumn, Winter. Prerequisite: GSB 507 or equiv.

Advanced Organization Theory. The four major areas of 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 anthropology, and administration. Offered Spring. Prerequisite: Completion of Phase 1 and GSB 514 or equiv.

International Management. The course provides insight into the traits, personality and patterns of thinking and behavior of the cosmopolitan manager. The disciplinary approach to the topic aims to develop skills necessary to manage cultural differences in a world-wide environment. Lectures, discussions and assignments are intended to develop the awareness, sensitivity, style and strategy needed to deal effectively in the global marketplace. Offered Winter. Prerequisite: Completion of Phase 1 or equiv.

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 impact 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 Spring. Prerequisite: Permission of instructor.

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 upon the Supreme Court decisions affecting the application of these laws to labor relations. Present public policy regarding labor law is reviewed. Offered Autumn. Spring. Prerequisite: Completion of Phase 1 or equiv.

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 1 or equiv.

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 1 or equiv.
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 and loan officers and venture capitalists for evaluation. Students wishing to start, develop, acquire, sell or merge a business are encouraged to do so. Offered Autumn, Winter, Spring, Summer. Prerequisite: Completion of Phase 1 or equiv.

Corporate Ventures and Intrapreneurship. The focus of this course is on how corporations develop new ventures. It critically examines the circumstances that make it possible for employees to contribute their venture ideas to the corporate objectives and describes techniques that stimulate such ideas. Although the primary focus will be on the employee and how the individual can be entrepreneurial within a corporate structure, the course also examines how the corporation can systematically encourage innovation. Case studies of intrapreneurship projects will be reviewed. Offered Autumn, Winter. Prerequisite: Completion of Phase 1 or equiv. and GSB 516.

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.

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 solutions. The student has little advance notice of what techniques will be required for each case and must follow the often unpredictable course of events of the real world. Offered Variably. Prerequisite: Completion of Phase 1 or equiv.

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 Variably. Prerequisite: Completion of Phase 1 or equiv.

Management of 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 Spring. Prerequisite: Completion of Phase 1 or equiv.
Introduction to Association Management. This course reviews the nature and role of associations and analyzes their varied activities. Also covered in the course are the sociological contributions of associations, their organizational design and objectives, and the impact of new legal regulations, rulings, and decisions upon association activities. Offered Autumn, Spring. Prerequisite: Completion of Phase I or equiv.

Seminar in Association Management. A case study/seminar course. Concepts and methods, drawn from such areas as financial accounting, economics, management, marketing, and the law, are applied to specific aspects of associations and industry-wide problem solving activities. Cases are presented for solution by the students. Offered Spring. Prerequisite: Completion of Phase I or equiv.

Seminar in Operations Management. Emerging operations management techniques are explored in depth using current literature and invited practitioners. 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 Autumn, Spring. Prerequisite: Completion of all other requirements in the Operations Management concentration.

Special Topics. Content and format of this course are variable. An in-depth study of current issues in management. Subject matter will be indicated in class schedule. Offered variably. Prerequisite: As indicated in class schedule.

Independent Study. Available to graduate students of demonstrated capability for intensive independent work in management. Prerequisite: Written permission of supervising faculty member, Chairman and Director of the Graduate School of Business is required prior to registration.

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 Autumn. Prerequisite: Completion of Phase I or equiv.

BLW 507 Legal Aspects of Business: Trade Regulation. A presentation in the macro area of law involving anti-trust and trade regulation is stated, and meaningful examples of the applications of the law to business practices are provided. Offered Winter. Prerequisite: Completion of Phase I or equiv.

BLW 508 Legal Aspects of Business: Total Perspective for the Executive. Personal and professional legal liability of officers and directors has received considerable attention in recent years, thus highlighting the need for a view of the totality of his or her legal environment. It demands an integrated understanding and planning of the reciprocal aspects of his or her legal, social and ethical responsibilities and rights encountered in his or her office, outside and at home. From the end of the spectrum focusing on possible criminal and civil liabilities to the personal responsibility of the 'socio-legal world of the executive' is presented. Offered Spring. Prerequisite: Completion of Phase I or equiv.
Marketing Department
The ultimate goal of an organization is to satisfy the needs and wants of the customer through an exchange process beneficial to both parties. The Marketing Department offers a variety of emphases and courses designed to develop and sharpen student skills in the analysis, planning, and control of marketing problems. Marketing 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.

The Department offers program concentrations in Marketing Management and in Marketing Research which offer both a broad perspective of business and marketing decision making and the specific skills to function in today's highly competitive business environment.

The Kellstadt Center for Marketing Analysis and Planning

DePaul University provides an education that emphasizes a pragmatic, hands-on approach with a strong orientation to application. Established in 1986 with a million two-hundred thousand dollar grant from the Charles H. Kellstadt Foundation, the Kellstadt Center for Marketing Analysis and Planning strives to build solid bridges between the "real" and academic worlds. Operating as a functioning Marketing Research facility, the Center fosters a practical three-way partnership by addressing business needs, utilizing faculty skills and developing outstanding students. Focus research, telemarketing and computer assisted telephone survey facilities provide opportunities for "hands-on" experience and resources for training tomorrow's top marketing executives while helping today's businesses optimize their marketing efforts.
CONCENTRATIONS IN MARKETING

Concentrations in Marketing include: (1) Marketing Management and (2) Marketing Research. For the student with a general orientation, the Marketing Management program is designed to enhance the student’s marketing knowledge and decision-making skills as a professional manager. For the student with a developed career orientation in marketing research, the Marketing Research program is designed to provide research and quantitative skills necessary to assume a position in the research industry.

MARKETING MANAGEMENT

One-seventh of the chief executives of top U.S. companies have a background in marketing. Further, the firm’s chief marketing executive is a member of the top management team in 50% of all major U.S. corporations. The marketing management emphasis is appropriate for the student with a general interest in planning, development, and introduction of products and services.

Further career opportunities await those students who possess skills in advertising, personal sales, direct marketing, sales promotions, and public relations. Skills that lead to successful careers in marketing communication include: analysis of marketing research data, media planning, the creation of persuasive messages, strategic coordination of the elements of the marketing communications mix; sales promotion strategies; public relations analysis and tactical management; motivation, training, monitoring, and dispersion of a sales staff; distribution channel coordination through business to business advertising and promotional tactics; telemarketing and direct marketing techniques.

Requirements for the Marketing Management concentration emphasizing either general marketing or communications (advertising and promotions) in the M.B.A. program are: (1) Successful completion of Marketing Research I (Marketing 525) and Consumer Behavior (Marketing 545); students should satisfy this requirement as soon as possible after completing the marketing requirement in Phase II of their program and (2) two additional graduate-level Marketing courses.

Non-marketing M.B.A. elective courses should be carefully selected to maximize the students’ learning experience and to strengthen decision-making skills. Recommended non-marketing electives where applicable include Mgt. 590, Mgt. 501, Mgt. 503, BLW 507, Fin. 551, Fin. 571, Eco. 509, Eco. 515, Eco. 514, Acc. 527, Acc. 535, and Acc. 586.
MARKETING RESEARCH

Marketing research functions as the eyes, ears and nose of the firm to provide information for decision making. Marketing research encompasses problem formulation, data gathering, data analysis and the implementation of findings. An understanding of statistics, psychology and sociology as related to marketing is desirable.

Requirements for the Marketing Research concentration in the M.B.A. program are: (1) Successful completion of Marketing Research I Marketing 525 and Consumer Behavior Marketing 545. Students should satisfy this requirement as soon as possible after completing the marketing requirement in Phase II of their program. (2) Marketing 526 Marketing Research II: Marketing 529 Syndicated Marketing Research Services. Marketing 580 Measurement in Marketing Decisions; and Marketing 585 Marketing Information Systems for Decision Support.

Students waiving Consumer Behavior and/or Marketing Research I (with approval) should replace the waived course with appropriate courses from the list below:

Mkt. 528 Qualitative Research Techniques
Mkt. 537 New Product Development
Mkt. 540 Sales Forecasting

Recommended non-marketing electives for the market research area where applicable include Eco. 511, Eco. 576, Acc. 527, MIS 670, and Mgt. 531. Program administrator for the Marketing Research concentration is Dr. Robert O’Keefe.

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 for Marketing concentrations) 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 variably. Prerequisite: Marketing 525 or equiv.

528 Qualitative Research Methods. Qualitative Research Methods will explore non-survey and non-experimental techniques useful in researching issues with marketing implications. Lectures and reading assignments will be punctuated with experimental exercises, video-tapes and student presentations. Topics will include: question design, content analysis, unstructured or simple observation, projective techniques and other indirect methods, in depth/in person interviews, and focus group sessions. Offered variably. Prerequisite: Marketing 525 and 545 or equiv.
Syndicated Marketing Research Services. Many marketing decisions are aided by analysis of data from so-called syndicated services. This course covers descriptions, strengths and weaknesses, appropriate uses, analytical methods and applications of marketing research services that are syndicated—in contrast to ad hoc or custom research. Included are monitoring services that track sales, consumer purchases, dealer advertising, brand ratings, TV viewing, etc. Copy research services are also included. Traditional techniques and electronic methods, as well as established and experimental services will be discussed. This course will cover the types of research which account for the major proportion of the marketing research budgets of many corporations. Offered Fall. Prerequisite: Marketing 525 or equiv.

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

New Product Management. The course objective is to examine the marketing strategy entailed in product planning, development, and market introduction of new products. Offered Varibly. Prerequisite: Completion of Phase I and GSB 515 or equiv and Marketing 525.

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

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

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.
Industrial Marketing. The marketing of business goods and services to other businesses is more significant in our economy than consumer marketing and is the key to the continued success and productivity of the U.S. economy. In this course, the principles and practices of inter-industry marketing will be explored by case analysis. The factors which must be considered before establishing marketing programs—manufacturers, service industries, and exporters—will be examined. Examples will be drawn from varied industries including equipment, electronics, computer systems, health care and others. New product introduction, distribution, and other marketing strategies will be emphasized. Offered Varibly. Prerequisite: Completion of Phase I or GSB 515 or equiv.

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

Advertising and Sales Promotion Management. 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 activities for advertising, sales promotion, and personal. Offered Varibly. Prerequisite: Completion of Phase I and GSB 515 or equiv.

Measurement in Marketing Decisions. A study of measurement tools available to marketing managers in the decision making process. A marketing management approach to systematic analysis of data for use in making product pricing, distribution, and promotional decisions. Offered Varibly. Prerequisite: GSB 511 and 515 or equiv.

Marketing Information Systems for Decision Support. Course explores the development of a systems approach to the collection, analysis, and distribution of marketing information within the organization. Topics include expert systems, data base development and maintenance, and planning and control systems for marketing decision making. Offered Varibly. Prerequisite: GSB 500, 511, 515, and Mkt. 525 or equiv.

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 Varibly. Prerequisite: GSB 515 or equiv.

Special Topics. Content and format of this course are variable. An in-depth study of current issues in marketing. Subject matter will be indicated in class schedule. Offered Varibly. Prerequisite: As indicated in class schedule.

Independent Study. Available to graduate students of demonstrated capability for intensive independent work in marketing. Prerequisite: Written permission of supervising faculty member. Program Administrator and Director of the Graduate School of Business is required prior to registration.
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83
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Ph.D. University of Illinois
I. Steven Kelly .......................... Associate Professor of Marketing
D.B.A., Kent State University
Thomas L. Kewley .......................... Professor of Finance
Ph.D. Michigan State University; M.B.A., DePaul University; CFA
David B. Klenosky .......................... Assistant Professor of Marketing
Ph.D. Pennsylvania State University
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Ph.D. University of Iowa
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M.B.A., Fairleigh Dickinson University
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Ph.D. Loyola University; M.B.A., DePaul University
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M.S.A., University of Illinois CPA (Illinois)
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Ph.D., Northwestern University

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Ph.D., Columbia University

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Ph.D., Illinois Institute of Technology

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Ph.D., Northwestern University

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

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M.B.A., DePaul University; CPA (Illinois); CMA

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Ph.D., University of Arizona

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J.D., Chicago-Kent College of Law; M.B.A., Roosevelt University

Kevin T. Stevens .............................. Assistant Professor of Accountancy
D.B.A., University of Kentucky; CPA (Illinois)

William P. Stevens ............................ Associate Professor of Accountancy
Ph.D., University of Illinois; M.B.A., University of Chicago; CPA (Illinois)

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Ph.D., University of Louvain

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Ph.D., University of Wisconsin-Madison; M.B.A., Harvard University; CPA (Illinois)

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M.B.A., University of Illinois; CPA (Illinois)

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Ph.D., University of Nebraska; M.B.A., Northern Illinois University

Ray Venkataraman .............................. Instructor of Management
M.B.A., M.S.A., DePaul University

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Ed.D., Northern Illinois University; M.B.A., University of Michigan;
CPA (Illinois, Michigan, New York); CMA; CIA; CFP; ChFC

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Ph.D., Washington University

Joseph Vu ....................................... Associate Professor of Finance
Ph.D., University of Chicago; CPA

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Ph.D., University of Tennessee at Knoxville

Gemma M. Welsch .............................. Associate Professor of Accountancy
Ph.D., Northwestern University; M.B.A., DePaul University; CPA (Illinois); CMA

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Ph.D., Northwestern University; M.B.A., DePaul University

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Ph.D., Florida State University
Richard Witgen ........................................... Professor of Economics
Ph.D., University of Illinois

Earl C. Young ........................................... Associate Professor of Management
Ph.D., Northwestern University; M.B.A., University of Chicago; CPIM

Part-Time

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Ph.D., Indiana University; M.B.A., DePaul University

Keith B. Baker .......................................... Lecturer in Accountancy
I.D., University of Illinois; CPA (Illinois)

Charles L. Barron ...................................... Adjunct Assistant Professor of Accountancy
I.D., Chicago-Kent College of Law; M.M., Northwestern University; CPA (Illinois)

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M.B.A., M.S.A., DePaul University

James Berger .......................................... Lecturer in Marketing
M.B.A., University of Chicago

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M.S.T., DePaul University; CPA (Illinois)

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Ph.D., Massachusetts Institute of Technology

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M.B.A., DePaul University; CPA (Illinois)

Thomas Carroll ....................................... Lecturer in Finance
M.B.A., DePaul University

Cindy D. Clark ....................................... Lecturer in Marketing
M.A., University of Chicago

Harvey Couseian ..................................... Adjunct Assistant Professor of Accountancy
M.S.T., DePaul University; CPA (Illinois)

Patrick Devreux ...................................... Lecturer in Management
M.B.A., DePaul University

Barbara J. Driscoll .................................. Lecturer in Accountancy
M.B.A., DePaul University

Howard S. Enge ...................................... Adjunct Associate Professor of Accountancy
M.S.T., DePaul University; CPA (Illinois)

Arthur Eubank ....................................... Adjunct Professor of Finance
Ph.D., Penn State University; M.B.A., University of Illinois

Douglas Evanoff ..................................... Lecturer in Economics
Ph.D., Southern Illinois University

Christopher Fernandez ................................ Lecturer in Management
Ph.D., Case Western Reserve University

Thomas E. Festel ..................................... Lecturer in Accountancy
M.B.A., DePaul University; CPA (Illinois)

Alan Fortini-Campbell .............................. Lecturer in Accountancy
I.D., Loyola University of Chicago; M.B.A., Ohio State University; CPA (Illinois)
Elliott M. Friedman ................................ Adjunct Associate Professor of Accountancy
J.D. Chicago-Kent College of Law; CPA (Illinois)

Edwin A. Giemnak ................................ Adjunct Professor of Management
M.B.A., DePaul University, CAS

Thomas J. Grudichak ................................ Lecturer in Accountancy
LL.M., DePaul University

Donald Hanson ........................................ Lecturer in Economics
Ph.D., University of Illinois

Warren Hawley ....................................... Lecturer in Management
M.S., Northeastern University

Lawrence Wassel ..................................... Lecturer in Management
Ph.D., Illinois Institute of Technology

Peter Heffernan ...................................... Lecturer in Economics
Ph.D., Ohio State University

Bruce E. Huey ....................................... Adjunct Assistant Professor of Accountancy
M.S.T., DePaul University; CPA (Illinois)

James Hurley ........................................ Lecturer in Finance
M.B.A., DePaul University

Ralph Jindrich ....................................... Lecturer in Management
M.B.A., Northwestern University

James F. Kidd ........................................ Lecturer in Accountancy
J.D., Vanderbilt University

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J.D., DePaul University; M.B.A., Pennsylvania State University; CPA
(Illinois, Pennsylvania)

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M.S., University of Illinois

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J.D., Chicago-Kent College of Law; CPA (Illinois)
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Ph.D., University of South Carolina
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M.S.T., DePaul University; CPA (Illinois)
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Ph.D., Illinois Institute of Technology
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M.B.A., DePaul University
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**Degree Seeking Students**

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

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

The application with a $50 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. To avoid the possibility of missing the application deadlines, and to maximize the opportunity for the widest choice of classes, it is recommended that completed applications be submitted well in advance of the following deadlines.

**Deadlines for Submitting Completed Applications to the Graduate School of Business Together with All Transcripts**

<table>
<thead>
<tr>
<th>For Applicants Who Previously Have Taken GMAT Application is Due by:</th>
<th>For Applicants Who Will Take GMAT on Last Test Date Prior to the Month Before Entering the Program Applications is Due by:</th>
<th>Entering Term:</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1st</td>
<td>August 1st</td>
<td>Autumn Quarter</td>
</tr>
<tr>
<td>October 1st</td>
<td>November 1st</td>
<td>Winter Quarter</td>
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<tr>
<td>February 1st</td>
<td>March 1st</td>
<td>Spring Quarter</td>
</tr>
<tr>
<td>April 1st</td>
<td>May 1st</td>
<td>Summer Quarter</td>
</tr>
</tbody>
</table>
GMAT information including dates, a list of Test Centers, and applications for the exam may be obtained from the Educational Testing Service, CN 6103, Princeton, New Jersey 08541-6103. There is a local ETS office in Evanston, Illinois serving the greater Chicago area. The telephone number for this office is (708) 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 (three 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 the same as listed above for degree seeking students.

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 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 Advisor, First Floor, DePaul University, 25 E. Jackson Blvd., Chicago, IL 60604-2287; telephone: (312) 362-8300. The application deadlines for students with foreign education are one month prior to the normal application deadlines listed above for degree seeking students. To be admitted all students will have to meet the academic requirements and demonstrate English proficiency. Those who request student visas will also have to show evidence of adequate financial support as scholarships are not available. A formal letter of admission and/or the form I-20 will be issued only after all admission requirements have been fulfilled.
Academic Regulations
and Information

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.

GRADES

Following is the key to the system of evaluating the academic achievement by the student of the educational objectives specified by the instructor in the course syllabus. These definitions apply to the straight letter grade. A plus grade represents slightly higher achievement than the straight letter grade. A minus grade represents slightly lower achievement than the straight letter grade.

A  The instructor judged the student to have accomplished the stated objectives of the course in an EXCELLENT manner.
B  The instructor judged the student to have accomplished the stated objectives of the course in a VERY GOOD manner.
C  The instructor judged the student to have accomplished the stated objectives of the course in a SATISFACTORY manner.
D  The instructor judged the student to have accomplished the stated objectives of the course in a POOR manner.
F  The instructor judged the student NOT to have accomplished the stated objectives of the course.
IN Temporary grade indicating that the student has a satisfactory record in work
completed, but for unusual or unforeseeable circumstances not encountered by
other students in the class and acceptable to the instructor is prevented from
completing the course requirements by the end of the term. An incomplete grade
may not be assigned unless the student has formally requested it from the in-
tstructor, and the instructor has given his or her permission for the student’s receiv-
ing an incomplete grade.

W Automatically recorded when the student files his withdrawal through the stu-
dent’s home college or school on or before the date designated in the academic
calendar for such a withdrawal.

FX Unauthorized withdrawal.

QUALITY POINTS

For the purpose of computing a GPA, Quality Points are awarded for each course.
Quality points are awarded according to the following method.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4 times the number of credit hours</td>
</tr>
<tr>
<td>A+</td>
<td>3.7 times the number of credit hours</td>
</tr>
<tr>
<td>B+</td>
<td>3.3 times the number of credit hours</td>
</tr>
<tr>
<td>B</td>
<td>3 times the number of credit hours</td>
</tr>
<tr>
<td>B−</td>
<td>2.7 times the number of credit hours</td>
</tr>
<tr>
<td>C+</td>
<td>2.3 times the number of credit hours</td>
</tr>
<tr>
<td>C</td>
<td>2 times the number of credit hours</td>
</tr>
<tr>
<td>C−</td>
<td>1.7 times the number of credit hours</td>
</tr>
<tr>
<td>D+</td>
<td>1.3 times the number of credit hours</td>
</tr>
<tr>
<td>D</td>
<td>1 quality point for each credit hour in the course</td>
</tr>
<tr>
<td>F, FX</td>
<td>(no quality points)</td>
</tr>
<tr>
<td>W, INC</td>
<td>(quality points not assigned)</td>
</tr>
</tbody>
</table>

A cumulative average of “C” (2.0) is required for graduation. In addition, a 2.0 cu-
mulative GPA is required for the concentration courses and any elective course work
which is taken in the same area as the concentration.

A student will receive credit for a concentration course in which they receive a
“C−” or better. Any grade lower than a “C−” in a concentration course does not count as credit toward the degree and the student must repeat the course or an
approved substitute.

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. All courses taken by a student are
recorded on the student’s transcript and are reflected in the student’s GPA.

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

A student will be placed on Probation as soon as his/her graduate G.P.A. falls be-
low 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 re-
quired 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 Commerce 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 become permanent.

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. Students enrolled for eight or more quarter hours of graduate credit are considered full-time. Those enrolled for less are considered part-time. College credit is earned if a student receives an “A” through “D”. Duplication of courses or course work is not permitted except where a student is advised to repeat an “F” 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 Student Handbook.

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 Graduate School of Business Office. 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 Lewis Center 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 Commencement for February and October graduation. The one annual Commencement will be held in June. All graduates from the preceding October and February will be invited to attend the June Commencement together with the June graduates. Attendance at the Commencement 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, Ms. Karen Stark, or the Director of Admissions, Ms. Christine Munoz, or Assistant Directors, Mr. Thomas Dolan and Mr. Paul Roberts or Academic Advisor, Ms. Suzette Long, should call and arrange for an appointment. Telephone: (312) 362-8810. The G.S.B. Office is Suite 1204 in the Lewis Center.
TUITION AND FEES

DePaul University is a not for profit corporation. No student pays the actual cost of his or her education. Tuition and fees are held at their present level through gifts of alumni, foundations, corporations, the Vincentian priests and brothers, and friends of the University. All policies are under continual review. Therefore, the Board of Trustees reserves the right to change its charges and fees as conditions require.

Graduate School of Business student tuition:

All Graduate Business courses—per course .......................... $1,368.00
Professional Master of Science in Accountability Program—per course ........... 1,468.00
Delinquent Fee .................................................................. $100.00
Graduate School of Business Application Fee (non-refundable) .................. 25.00
Registration Fee (non-refundable) ........................................ 10.00
Deferred Examination Fee on designated date ................................... 10.00
Deferred Examination Fee at time not designated ............................ 20.00
Fee for each transcript of credits ........................................... 3.00
Service Fee, each insufficient fund or stop payment check ..................... 25.00

a) 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 $25.00 charge will be assessed for each such occurrence.

Tuition Payment Policy

All tuition and fees are due DePaul University at the time of registration. All charges
must be paid in-full by the payment date. The payment dates for each term of the
92-93 academic year are:

Friday, September 4, 1992—Fall Quarter
Friday, December 18, 1992—Winter Quarter
Friday, March 12, 1993—Spring Quarter

Tuition charges for any course registrations after the payment date must be paid
in-full at the time of registration.

Tuition is due by the payment date whether or not a bill has been received. If you
have not received a bill, you may contact the Accounts Receivable Office at (312) 362-8322 or (312) 362-8379 any time during business hours to determine the amount
you are required to pay.

Payment must be received in the Cashier's Office or one of its depositories by the
payment dates as indicated. Students may pay by check, money order, or credit card
(Visa, Master Card, or Discover). Payments may be made to the Cashier's Office by
mail or in-person, or if paying by credit card, by phone (312) 362-6744. (Please note:
If paying by mail, the university does not accept responsibility for delays in the U.S.
Postal Service.)

Students whose accounts show a balance due after the date payment is required
will be assessed a $100 delinquency fee and prohibited from future registration and
receiving transcripts.

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

Students who must withdraw either from a course or from the University may do so in person at their college, by letter addressed to the college or by using the University's telephone registration system when appropriate. Withdrawals processed via NROL or in person are effective the day on which they are made. Withdrawals processed as a result of a letter are effective at the discretion of the college office. Simply ceasing to attend or notifying the faculty or non-payment of tuition does not constitute a withdrawal of record and will result in academic as well as financial penalty.

Upon processing the withdrawal request 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 or at the end of the second full week of classes .............. 100
- After the second week .............................................. 0

For courses of four weeks or less but more than two weeks duration, no refunds will be granted after the first week of the term. For workshops or courses of two weeks or less duration, no refunds will be granted after the workshop or sessions begin.

For the summer sessions, consult the schedule of tuition, fees and refunds listed in the summer classes booklet.
Fees are not refundable.

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

Refunds

Should an account result in a credit balance which is refundable to the student: The student has the option of leaving the credit on the account to be applied toward future term expenses; or, apply for a refund through the Cashier's Office.

Application for a refund may be made to the Cashier's Office by a telephone request or in person. Refund checks will be made payable to the student and mailed to the address the student has on file with the University.

In the event a refund is requested at the time charges for a subsequent term are assessed, the credit will first be applied to the new term charges. Any credit then remaining on the account will be processed as a refund.

Loan checks, such as the Perkins and Stafford loans, must first be applied to the balance due on the student's account. If a credit balance is created after application of the loan check, the student may then apply for a refund of the credit balance.

Please Note: Financial Aid awards (grants and scholarships) cannot be considered for refunds until the course add/refundable drop period is closed, that is, after the second full week of the term.
FINANCIAL AID

There are several financial aid programs available to students in the Graduate School: graduate assistantships, loans, the Work-Study Program, and other part-time employment opportunities. It is the policy of the University to award need-based financial aid, and assistantships without reference to the race, color, creed, age, sex, or national origin of applicants. All Federal and State loan and work programs require that a student be a citizen or permanent resident of the United States or its territories. Information and applications regarding all forms of financial aid except assistantships may be obtained in the Office of Financial Aid in Room 1730 of the Frank J. Lewis Center. Telephone: (312) 362-8526. Students are encouraged to apply early.

Assistantships

The School of Accountancy and Departments of Economics, Finance, Management and Marketing have available each year a number of research assistantships. Assistantship stipends range from $4000-54500. Scholarships based on academic potential are available to graduate assistants for a maximum of nine course. Applicants should address their inquiries to the Graduate School of Business.

Loans

There are federal loan programs available to students who are citizens or permanent residents and who maintain at least half-time enrollment.

A. PERKINS LOANS NATIONAL DIRECT STUDENT LOANS (based on need)
B. STAFFORD LOANS (Formerly Guaranteed Student Loans) (based on need)
C. SUPPLEMENTAL LOANS FOR STUDENTS

For information on these and other financing alternatives, contact the Office of Financial Aid at the address and phone number shown above.

Part-Time Employment

A. Work Study Program—This is a program which provides jobs both on and off campus to students who can demonstrate proof of need for employment in order to continue their education. The program is subsidized by the federal government and the University. Eligibility is based upon a minimum of half time enrollment, citizen or permanent residence status, and demonstrated financial need.

B. PartTime Employment—Part-time positions, on and off campus, are available through the services of the Human Resources Office. 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 part-time employment.

ALTERNATIVE FINANCING

DePaul University

The DePaul University Payment Plan (DePUPP) is a budget payment option which allows students to pay their tuition, fees, and room and board in monthly installments over a nine month period. This service is available to all DePaul University students. It is not a loan program, there are no interest or finance charges, or credit or financial needs requirements.
The student determines the budget amount for the plan. DePUPP requires a minimum budget amount of $750.00. The budgeted amount is the student’s total estimated annual charges (tuition, fees, room and board) less the total estimated financial aid awards (annual scholarships, grants, loans). Books and personal expenses are not covered by this budget. The total amount budgeted under the plan will be divided equally over the number of months in the plan at the time you apply.

The plan period is from July to March with payments due the 15th of each month. The student may pay by check, money order, or credit card (VISA, Master Card, or Discover).

Monthly billing statements will be sent to the student in advance of each payment due date. The statement will reflect charges and any payments or credits received since the last bill, the payment plan amount due by the 15th, and the current outstanding balance.

Students are urged to apply early. To participate in the nine month program, applications must be received by the Accounts Receivable Office no later than June 1. Applications made after this date must be accompanied by any past due payments to catch up to the regular schedule.

Applications received after September 1st but prior to October 1st will be processed for Winter/Spring term registrations only. Payments for the budgeted amount will be over a six month period with the first payment due October 15th, and the last payment due March 15th.

Students who wish to participate in DePUPP should complete and submit a plan application to the Accounts Receivable Office with the application fee by the appropriate due date. An annual non-refundable fee of $30.00 is required with each application.

The application is valid for one academic year only. For each year a student wishes to participate in this program a new application must be submitted.

More detailed information regarding this program and plan applications are available from the Financial Accounts Department and the Financial Aid Office.

Any questions regarding DePUPP should be directed to the Accounts Receivable Office (312) 362-8312, or you may write to: Accounts Receivable Office Room 1608, DePaul University, 25 E. Jackson Blvd., Chicago, IL 60604.

The DePaul Extension Plan for Employer Reimbursement (DePEPER) is an optional program for students receiving tuition reimbursement from their employers, and is administered through the Financial Accounts Office. This plan is designed to view coverage by an employer tuition reimbursement program as pending financial assistance. DePEPER allows the students covered by such an employer plan to receive an extension of their tuition payment date until Grade Reports are mailed, since many employer reimbursement plans are awarded according to grades received. The extended payment date will be two weeks from the final date grades are mailed.

The Financial Accounts Office will send a letter to the students in the program notifying them of the date the mailing of Report Cards was completed. Grades will be mailed from the Registrar’s Office to the students only and not to employers. It is the responsibility of the students to provide a copy of their grades to their employer, if required by their employer’s reimbursement plan.
To be eligible to participate in this program, students must: Complete and sign a DePEPER Payment Agreement form and submit it along with a letter from their employer verifying employment and coverage by their employer's tuition reimbursement plan to the Financial Accounts Office. Both documents are required for eligibility in this program and must be received by the Financial Accounts Office no later than the day tuition is due by the University. Please be advised, the University does not accept responsibility for delays in the U.S. Postal System; therefore, if mailing, please allow sufficient time for delivery. Students whose forms are received after the payment date will be assessed a delinquency fee on their accounts.

These documents are good for one term only. For each subsequent term students register and wish to participate in the program, a new Agreement Form must be signed and submitted to the Financial Accounts Office along with another letter from their employer. Agreement forms for this program are available from the Financial Accounts Office, the Financial Aid Department and the College Offices.

Students participating in this program are granted an extended payment date for their tuition, and are responsible for paying their tuition accounts in-full by that date whether or not the total amount has been received from their employer. Failure to pay by the extended date can subject the student to a delinquency fee and collection activity.

(Special seminars, workshops and courses which require pre-payment, and audits and zero credit courses are not covered by this program.)

Any questions regarding this program should be directed to the Financial Accounts Department (312) 362-8480.

CAREER PLANNING AND PLACEMENT

The Career Planning and Placement Center assists Graduate School of Business students in obtaining full-time career employment. Placement services include leads to current job openings, an on-campus recruiting program, and listings of employers by area of interest. For those registered with the Career Planning and Placement Center, a resume referral service provides employers with the resumes of students whose interests and qualifications match the job specifications.

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

The Center maintains a company information resource center which is housed in the Loop Campus Library. The Library contains company brochures describing their own career opportunities; annual reports of major national corporations, labor market projections for various types of careers, instructional and informational video tapes and information regarding the current and projected economic status of various industries.

The Career Planning and Placement Center is located in Room 7116 of the Frank J. Lewis Center and is open Monday through Thursday 8:30 a.m. until 7:00 p.m. and Friday until 5:00 p.m.; for an appointment call (312) 362-8437.
RESIDENCE LIFE

The Residence Life Office provides an off-campus housing listing service for DePaul faculty, staff, and students. This service lists available apartments in the Lincoln Park area. In addition, Residence Life offers a roommate listing service which is designed to help students find roommates for off-campus housing. The Residence Life Office is located on the third floor of Stuart Center, 2324 N. Seminary Ave (312) 362-8020. Office hours are Monday through Friday, 8:30 a.m. to 4:30 p.m.

UNIVERSITY MINISTRY

DePaul's University Ministry is available to students, faculty, and staff individually as well as university departments and offices. Among the many services provided by professional staff are: voluntary service opportunities, spiritual counseling, retreat opportunities, religious education and worship events. Special attention is given to DePaul's Vincentian heritage. Daily and Sunday Masses are offered at both campuses. For information call (312) 996-8915 or (312) 362-6910.

THE UNIVERSITY LIBRARIES

The DePaul Libraries provide resources and services to students, faculty, and staff through five different units: The Lincoln Park Library, the Loop Campus Library, the Law Library, the Oak Brook Library, and the O'Hare Campus Library. The delivery of information and materials is increasingly linked to computer technologies. Access to materials in all the DePaul Libraries is provided through ILLINET Online, the Libraries' online catalog and circulation system. From the same terminals students and faculty can identify and check out books from 39 other colleges and universities in Illinois including the University of Illinois. A second component of ILLINET Online allows users to search the catalogs of over 800 libraries around the state. Furthermore, materials from libraries across the United States can be located and obtained through other computer networks. Electronic access to periodical articles and other information resources in the social sciences, business, humanities, and sciences is readily available through online and compact disk (CD-ROM) data bases.

The combined collection of the DePaul University Libraries includes over 597,000 volumes, 265,000 microform volumes, over 8,000 current serial subscriptions, and a varied microcomputer software and audiovisual collection. Information, brochures, and bibliographies are available at all five locations. The Library Research Workbook which freshmen complete in English 105 (Common Studies) provides an introduction to library services and resources.

The Lincoln Park Campus Library supports programs in the College of Liberal Arts and Sciences, the School of Education, the School of Music, and the Theatre School. Areas of particular strength are religion, philosophy, and Irish studies. Facilities include a media area for using audiovisual materials and the Education Resource Center with curriculum materials for elementary and secondary school teaching, a slide library, a Career Information Center, and a collection of music recordings and scores. Rare book collections include the Napoleon Collection, the Dickens Collection, and the Sporting Collection, as well as numerous titles dealing with nineteenth century literature and book illustration. The University Archives houses materials documenting the growth and development of DePaul.
The Loop Campus Library primarily focuses on business materials to support the programs of the College of Commerce but also has core collections of materials in other subjects. A Career Information Center provides resources on career choice, job search techniques, and company information. Other useful collection include the industry file and the corporate annual report file.

The library of the College of Law has an extensive collection of Anglo-American legal materials, and provides both basic and advanced resources needed for study and research in the law school curriculum. The collection includes reports of American federal and state courts; court reports of Great Britain; the codes, constitutions and statutes of all fifty states and American territories; materials on tax law; and legal periodicals. Designated an official depository for government publications, the Law Library provides a comprehensive collection of federal documents.

The Oak Brook and O'Hare Campus Libraries offer an innovative approach to library service by providing access to information using computers and telecommunications. There is no permanent book collection; electronic access to DePaul and other libraries' holdings is provided through ILLINET Online and OCLC. A CD-ROM based index covering more than 1,100 journals of academic and general interest is at each campus, as well as a core collection of over 400 business periodicals on microfilm. Books and other journal articles needed by students and faculty are delivered by a daily intra-university shuttle service.
ACADEMIC COMPUTER SERVICES

Academic Computer Services (ACS) provides facilities and resources for the purpose of instruction and research at DePaul University. DePaul's academic network consists of a VAX 6410, an IBM 4381, and a Harris Night Hawk. Local area networks of microcomputers are also provided on all DePaul campuses. Over 400 microcomputers and approximately 200 terminals are supported in student laboratories and classrooms.

Dial-in access is available 24 hours a day, 7 days a week on the main systems. Operators are on duty to assist users during all hours of operation.

Loop Campus-Administration Center
Terminal Lab: 243 S. Wabash, 4th Floor Chicago, IL 60604 312/362-8336 Macintosh Micro Lab: 243 S. Wabash, Room 208 Chicago, IL 60604 312/362-6126

Oak Brook Campus
Terminal & Micro Labs: 2 Westbrook Corporate Center Room 204 Westchester, IL 60153 708/562-2020

O'Hare Campus
Terminal & Micro Labs: 3166 River Road Des Plaines, IL 60018 708/296-5344

Lincoln Park Campus-Schmitt Academic Center
Terminal & Micro Lab: 2323 N. Seminary, Room 192/193 Chicago, IL 60614 312/362-8342 Macintosh/Apple Ile Lab: 2323 N. Seminary, Room 472 Chicago, IL 60614 312/362-8051 Microcomputer Lab: 802 W. Belden, Room 145 Chicago, IL 60614 312/362-5208

Loop Campus-Lewis Center
Computer Learning Center 25 E. Jackson, 13th Fl. Chicago, IL 60604 312/362-8342 Macintosh Teaching Lab 25 E. Jackson, Room 1006 Chicago, IL 60604 312/362-8342

Students have access to a variety of software applications, languages, and utilities: Word processing, statistical packages, database management, spreadsheets, and specialized programs are available for coursework and research. Computers are used extensively throughout the undergraduate and graduate curriculum at DePaul.

Additional services provided by ACS include quarterly seminar offerings and a microcomputer purchase program. Both services are available to faculty, staff, and students. The microcomputer purchase program provides discount purchase arrangements, hardware/software consultation, and end-user training.

Lab hours and a workshop schedule are available at any of the computer laboratories.
CENTER FOR PROFESSIONAL EDUCATION

The Center for Professional Education officially became a part of the College of Commerce on September 1, 1984. Its purpose is to provide continuing professional education to members of the Chicago area business community. The Center seeks to offer a broad range of programs that will enhance professional development at all levels of management through both public and in-house presentations. Seminars, workshops, short courses, full courses, and longer running certificate programs covering a variety of traditional and current business topics will be offered to accomplish this purpose. For more information please contact the Center for Professional Education, DePaul University, The Frank J. Lewis Center, 25 East Jackson Boulevard, Room 1225A, Chicago, IL 60604-2302, telephone: (312) 362-6780.
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<tr>
<th>Representative Recent Student Enrollment</th>
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<tr>
<td>Previous Undergraduate or Professional School</td>
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<tr>
<td>Amherst College</td>
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<td>Arizona State University</td>
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<td>Western Michigan University</td>
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<td>Yale University</td>
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Index

Accounting, School of 32
Administration 84
Admission 97
Accreditation 2
Application Fee 97
Applicant Categories 97-98
Assistantships 105
Auditing Courses 103

Business Economics Concentration 52
  Master of Business Administration 13-15
  Career Orientation Choices 53
  Concentration Course
    Requirements 53
Board of Trustees 83

Campus Locations 4-5
Certificate Programs 111
CMA Examination 10, 33
College Credit Hours 101
College of Commerce: Advisory Council 95-96
Commencement 102
Common Core Course Program 12-14, 24-28
CPA Examination 10
Credit-By-Examination Program 13

Degree Seeking Students 97
The DePaul Extension Plan for Employer Reimbursement (DePEPPER) 106
The DePaul University Payment Plan (DePUPP) 105
Dismissal 99-101

Economics, Department of 52
Education Records Access to 101
Entrepreneurship Concentration 66-69
  Master of Business Administration 15-17
  Concentration Course
    Requirements 66-69
Faculty 85-94
Fees 103
Finance Concentration
  Master of Business Administration 15-17
  Concentration Course
    Requirements 60
  Career Orientation Choices 60
Finance, Department 60
Financial Aid 105
Functional Areas of Business 12, 24

Grading System 99-100
Graduate Management Admissions Test 97-98
Graduate School of Business 8
  Admission 97
  Board of Trustees 83
  Common Body of Knowledge 12-16, 24
  Curriculum 12
  Programs of Study 9
  Regulations 99
Graduation 102

Honor Societies 83
Housing 108
Human Resources Management
  Concentration 66, 68
  Master of Business Administration 15-17
  Concentration Course
    Requirements 68

Incomplete Course Work 100
International Business Concentration
  Master of Business Administration 15-17
  Concentration Course
    Requirements 56-57
International Students 98

Jobs, Part-time 105
Management Accounting Concentration 32-33
  Master of Business Administration 15-17
  Concentration Course Requirements 33
  Electives 33
Management, Department of 66
Management Information Systems Concentration 34
  Master of Business Administration 15-17
  Concentration Course Requirements 34, 46
Marketing Management Concentration 79
  Master of Business Administration 15-17
  Concentration Course Requirements 79
Marketing, Department of 78
Marketing Research Concentration 80
  Master of Business Administration 15-17
  Concentration Course Requirements 79-80
Master of Accountancy 10-11, 18
  Applicant Eligibility 10-11
  Degree Requirements 18
    Phase I—Basic Core Program
      Common Body of Knowledge 12
      Student Course Evaluation 12-14
    Phase II—Advanced Program 18
      Required Accounting Courses 18
      Areas of Specialization 18
      Electives 18
Master of Business Administration 10
  Degree Requirements 15-16
    Phase I—Common Core Program
      Common Body of Knowledge 12
      Student Course Evaluation 12-14
    Phase II—Advanced Program 13
      Functional Areas of Business Courses 12, 24
      Electives 15
    Concentration Choices 14
      Business Economics 52
      Entrepreneurship 67
      Finance 60
      Human Resources 68
      International Business 56
      Management Accounting 33
      Management Information Systems 34
      Marketing Management 79
      Marketing Research 80
      Operations Management 69
      Quantitative Methods 58
Master of Business Administration/ Juris Doctor 11
Master of Science in Accountancy 10. 16-17
  Applicant Eligibility 10
  Degree Requirements 17
    Phase I—Common Core Program
      Common Body of Knowledge 12
      Student Course Evaluation 12-14
    Phase II—Advanced Program
      Required Accounting Courses 18
      Specialization Area Courses 18
Master of Science in Management
Information Systems 19
Degree Program Entrance
Requirements 19
Prerequisite Phase 19-20
Management Information
Examination 19
Degree Requirements 20
Core Knowledge Phase 20-21
Systems Management and
Computer Courses 22-23
Core Knowledge Examination
21
Advanced Phase 21-23
Systems Management and
Computer Courses 22-23
Electives 23
Master of Science in Taxation 10
Degree Requirements 18
Phase I--Common Body of
Knowledge 12-14
Student Course Evaluation 12
Phase II--Advanced Program 17
Prerequisite Taxation
Course 18, 37
Non-Tax Electives 17

Mission Statement 9

Non-Degree Students 98

Operations Management Concentration
69
Master of Business Administration
15-17
Concentration Course Requirements
69

Placement Services 107-108
Probation 100
Professional Education Center 111

Quantitative Methods Concentration 58
Master of Business Administration
15-17
Concentration Course Requirements
25, 56

Readmission 101-102
Refunds '04
Regulations 99
Reinstatement After Probation 101
Residence Life 108
Residency Requirements 101

Students-At-Large 98

Transcripts 97-98
Tuition and Fees 103

University Ministry 108
Withdrawals 104
Work Study Program 105
The Vincentian Character of DePaul University

DePaul, a Catholic university, takes its name from St. Vincent dePaul. The religious community founded by Vincent, commonly known as 'Vincentians', opened the university and endowed it with a distinctive spirit: to foster in higher education a deep respect for the God-given dignity of all persons, especially the materially, culturally, and spiritually deprived; to instill in educated persons a dedication to the service of others; in each succeeding generation the women and men of DePaul have pursued learning in this spirit of Vincent DePaul.