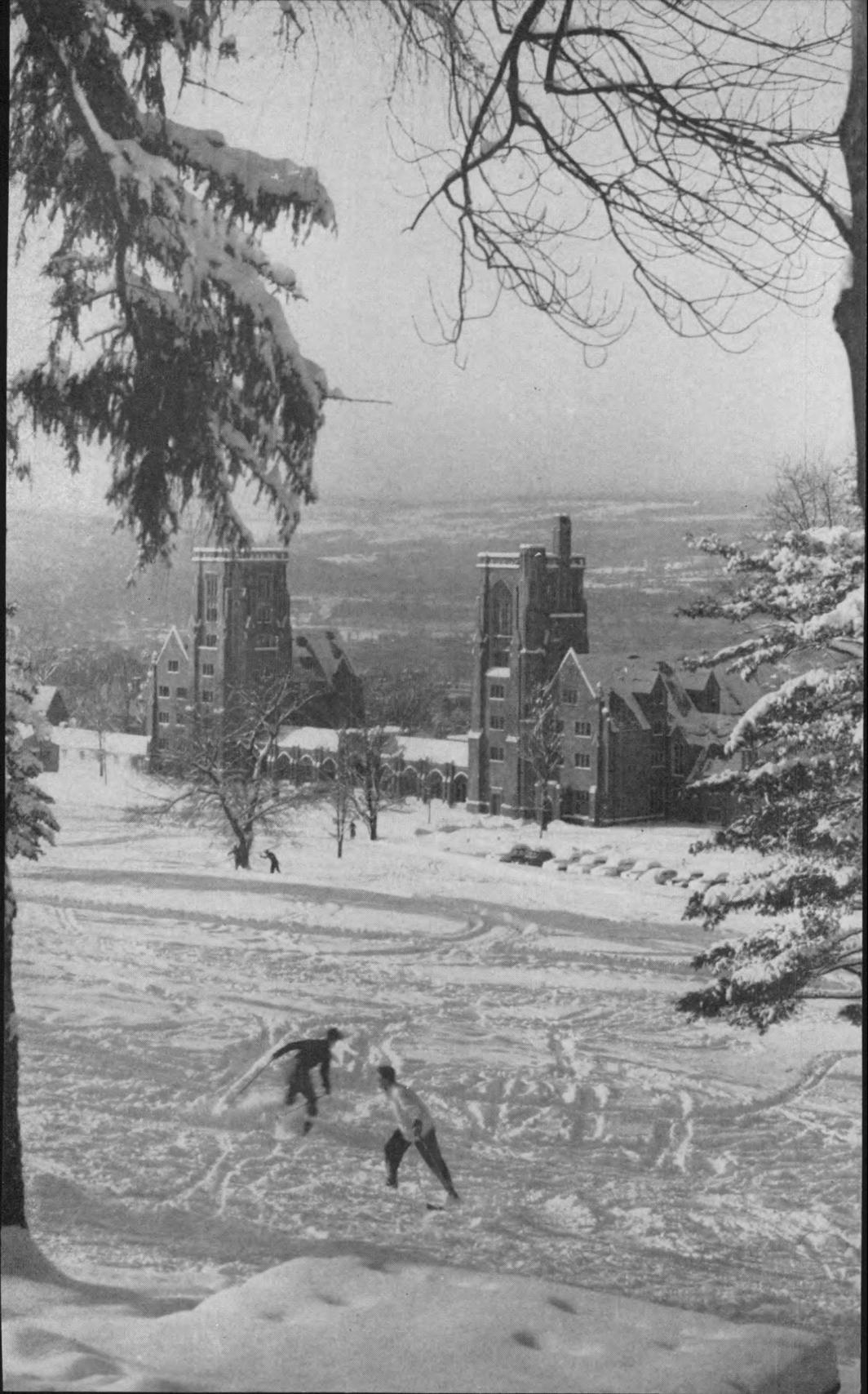


GRADUATE SCHOOL OF BUSINESS  
AND PUBLIC ADMINISTRATION

1958-1959

CORNELL UNIVERSITY ANNOUNCEMENTS

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*Winter scene from McGraw Hall,  
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# FACULTY AND STAFF\*

## OFFICERS OF ADMINISTRATION

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C. Stewart Sheppard, M.B.A., Ph.D., *Dean of the School and Professor of Business Administration*  
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\*As of January 1, 1958.

†On leave, academic year 1957-1958.

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- Rodney F. White, M.Com., *Assistant Professor of Administration and Research Associate in Hospital Administration*

#### ELECTED MEMBERS FROM OTHER FACULTIES

- Helen G. Canoyer, Ph.D., *Professor of Marketing and Dean, College of Home Economics*
- Martin P. Catherwood, Ph.D., *Professor and Dean, School of Industrial and Labor Relations*
- Archie T. Dotson, Ph.D., *Assistant Professor of Government, College of Arts and Sciences*
- E. Hugh Luckey, M.D., Sc.D., *Professor of Medicine, Medical College*
- Edward A. Lutz, Ph.D., *Professor of Public Administration, College of Agriculture*
- Howard B. Meek, Ph.D., Sc.D. in Ed., *Professor of Hotel Administration and Dean, School of Hotel Administration*
- John W. Reys, M.R.P., *Associate Professor of City and Regional Planning, College of Architecture*

#### LECTURERS AND RESEARCH STAFF

- John E. Burton, M.B.A., *Lecturer in Public Administration and Vice President-Business of the University*
- Muriel R. Carbery, R.N., M.A., *Lecturer in Hospital Administration, Assistant Professor of Nursing, and Director of Nursing Service of The New York Hospital*
- Carl H. Chatters, LL.D., *Lecturer in Municipal Administration*
- Robert C. Crawford, M.P.A., *Research Assistant*

- Virginia M. Dunbar, R.N., M.A., *Lecturer in Hospital Administration,  
Professor of Nursing, and Dean, School of Nursing*
- Joan S. Dodge, Ph.D., *Research Associate in Hospital Administration  
(Social Psychology)*
- Edward S. Flash, Jr., M.P.A., *Lecturer in Public Administration*
- Veronica Lyons, R.N., M.A., *Lecturer in Hospital Administration,  
Professor of Nursing, and Associate Dean, School of Nursing*
- Fred S. Silander, M.A., *Research Assistant*
- Laura Simms, R.N., M.Ed., *Lecturer in Hospital Administration,  
Instructor in Nursing, and Assistant Director of Nursing Service  
of The New York Hospital*

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- Edla L. Beald, B.S., *Administrative Aide to the Dean*
- Betsy Ann Olive, B.S. in L.S., *Assistant Librarian and Reference  
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- Patricia M. Todd, B.A., *Administrative Aide to the Dean*



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- Chester I. Barnard, *Chairman of the Board, National Science Foundation; Former President, New Jersey Bell Telephone Company; Former President, The Rockefeller Foundation*
- Ray E. Brown, *Superintendent, University Clinics, University of Chicago*
- Robin C. Buerki, *Executive Director, Henry Ford Hospital*
- George Bugbee, *President, Health Information Foundation*
- Walter S. Carpenter, Jr., *Chairman of the Board, E. I. du Pont de Nemours and Company*

\*As of January 1, 1958.

Martin P. Catherwood, *Dean, New York State School of Industrial and Labor Relations, Cornell University*

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John E. Deitrick, *Dean, Medical College, Cornell University*

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Richard D. Vanderwarker, *Executive Vice President, Memorial Center for Cancer and Allied Diseases*

Donald R. Young, *President, Russell Sage Foundation*

# THE GRADUATE SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION

## AIM AND PHILOSOPHY

**T**HE PRINCIPAL purpose of the Cornell Graduate School of Business and Public Administration is to train men and women for professional careers in private business and the public service.

However, the philosophy underlying this training differs in this School from that in other schools of business or schools of business and public administration. Here the teaching of business administration is closely associated with instruction in public administration in an integrated combination. It has been our experience that this combination provides a broader understanding of the processes of management than is possible when either subject is taught completely independently. The public administrator's sympathy with private enterprise is of utmost importance. Likewise the private administrator's understanding of the processes of government, both from a citizen's and a businessman's point of view, is essential.

A second distinctive feature of the program of this School is in part a result of the combination of administrative fields described above. The School is increasingly concerned with those problems of administration which are peculiarly important for all types of enterprises whether they are public, private, educational, or military. This has focused our attention upon what may be called "the administrative process." As it is possible to isolate the problems which are faced by administrators in a great many different kinds of organizations, one comes to grips with one of the most fundamental facts of organization and administration with which our increasingly complex society is faced.

The School has also built its program upon another basic principle. Much instruction in business and public administration in this country is principally concerned with the training of administrative generalists. We feel that this type of training needs substantial supplementing, for it is clear that the ranks of management in both government and business include a very large number of men and women who were originally trained as lawyers, educators, scientists, or engineers, or as professional people in any one of a great many fields. This has prompted us to offer our work in administration as supplementary

instruction for those whose primary training may be in any one of the technical and professional fields. For this reason, the School has developed a series of combined programs with, among others, the Colleges of Agriculture, Engineering, and Architecture, and the Law School to the end that management training will be available to persons with an original interest in these and other specialized fields. The combined program with the College of Agriculture and the extensive use of specialized work in Regional Planning (given in the College of Architecture) in the City Management concentration illustrate these possibilities.

Nor are the opportunities for study in Cornell divisions other than the Graduate School of Business and Public Administration limited solely to those with technical and professional undergraduate training. It is a policy of the School, as an integral part of a large university, rich in culture, scientific, and technical centers of training and research, to encourage students to take all possible advantage of the wide and flexible opportunities for selective study in other areas of the University in which the prospective student of administration has a particular interest.

In a more detailed sense, our purpose is to develop (1) the student's knowledge of the problems and operating methods of business and government; (2) his knowledge of the sources of information upon which sound decisions must be based and his skill in the use of the techniques for assembling and interpreting such information; (3) his capacity and his own confidence in his capacity for making sound decisions in association with other persons; and (4) his sense of professional responsibility for the social consequences of his actions.

Because of the graduate character of the student body, developed under an intentionally limited enrollment policy, the School affords an intimate association of faculty and students and provides unusual opportunity for the development of a student's intellectual competence, his sense of responsibility, and his qualities of leadership.

## THE FACULTY

The heart of any educational institution lies in its faculty and in faculty-student relationships. Members of the faculty have been selected for their ability to teach, their capacity to supervise and conduct administrative research, and their theoretical training and actual experience in business and public administration. Their continuing association with business organizations and public agencies serves to underline the relevance of the curriculum to the realities of the administrative world.

The faculty is composed primarily of a core of full-time members on the staff of the School. However, a number of faculty members of other Cornell colleges and schools are associated with this School in various

cooperative programs. The efforts of these full-time faculty members are further supported by lecturers who give part-time instruction and by a large number of guest lecturers in specialized fields who contribute to seminar sessions and class discussions.

The limited number of students and the faculty-student ratio permit, except in the case of a few of the required courses, relatively small classes as well as careful faculty attention to the special problems of individual students. Even in the few large classes, special sections are normally arranged to facilitate discussion and case analysis.

### SLOAN INSTITUTE OF HOSPITAL ADMINISTRATION

In recognition of the hospital's expanding role in the modern community and of its complex management problems, The Alfred P. Sloan Foundation, Inc., with a basic grant of \$750,000 in the summer of 1955, made possible the establishment within the academic framework of this School of a new experimental program in hospital administration, designed to provide a calculated balance between an administrative and management emphasis on the one hand and health program considerations on the other.

The formation of the Sloan Institute of Hospital Administration represents not only the development of a special research program to implement the experimental design of the Institute, but also of an appropriate teaching program complementing the other academic programs of this School. Immediate responsibility for the program rests with its full-time Director, drawing, in turn, upon the resources of a distinguished advisory committee and an interdisciplinary faculty not only from this School but also from other Cornell units, particularly the School of Hotel Administration, the School of Industrial and Labor Relations, the Medical College, the College of Home Economics, and the School of Nursing.

*RESEARCH PROGRAM.*...The modern hospital presents difficult problems in administrative and financial practice. The resolution of complex situations in the relationship of hospitals to consumers and to the health professions has far-reaching implications. In order to advance the hospital's usefulness to society, the establishment of adequately supported, continuing research programs is essential. The Sloan Institute of Hospital Administration maintains a permanent, multi-disciplinary research staff whose efforts are directed toward a wide range of problems in the hospital and health field. This staff also participates actively in the teaching program.

*DEGREE PROGRAM.*...The Sloan Institute offers a two-year academic program which is integrated into the work for the degrees

of Master of Business Administration and Master of Public Administration. Courses in the health area and administration of hospitals complement those devoted to basic administration and management skills. A closely coordinated program of field training rounds out this educational experience. For further information concerning the degree program, see the "Hospital Administration" section in the discussion of "Concentrations" later in this Announcement. For information on financial awards, refer to the "Student and Alumni Services" section. Admission to the program is obtained through the regular admissions procedures outlined in the section on "Entrance Procedures."

*EXTENSION PROGRAM.* . . It is the policy of the Sloan Institute of Hospital Administration to maintain close and constructive relationships with the field. Through various extension activities, the facilities of the Institute and of the University are used to serve a growing number of hospitals and related agencies. In addition, institutes and conferences are scheduled for hospital trustees, administrators, and other groups. Research findings frequently are presented first-hand at such meetings.

*FURTHER INFORMATION.* . . For further information concerning any aspect of the program outlined above, write to the Director, Sloan Institute of Hospital Administration, Graduate School of Business and Public Administration, Sibley Hall.

## METHODS OF INSTRUCTION

Recognizing the problem of bringing reality into the classroom, the School places a distinct emphasis on the *case method* of instruction. The development of general rules and principles is also a major concern of the School, but, whenever possible, students are introduced to the intricacies of administrative action by requiring them to analyze and develop a course of responsible action toward real-life situations.

The School does not presume that its students will be immediately qualified to become top administrators. However, this kind of training should shorten the student's apprenticeship and substantially increase his comprehension of all types of administrative and managerial activity.

## FACILITIES

The School is housed in the north wing of McGraw Hall on Cornell's lower campus, overlooking Cayuga Lake in the celebrated Finger Lakes region of New York. With but few exceptions, classes are held in McGraw Hall, which also contains the administrative offices of the School, the Sloan Institute of Hospital Administration, the Business and Public Administration library, faculty offices, a student and faculty lounge and snack bar, and the B. & P. A. Student Association offices.

This physical unity in all activities of the School fosters, in turn, that close association among students and faculty which is so desirable in graduate academic and professional training.

However, the many students who may wish to avail themselves of work in the other parts of the University, in individual courses or combined programs, can expect to have at their disposal the combined resources and facilities of a major educational and research institution.

In addition to the primarily academic facilities of McGraw Hall and the University in general, the University has placed largely at the disposal of this School the graduate living facilities of Boldt Hall and Boldt Tower, modern residential halls within a block of McGraw Hall. A considerable number of the School's single male students occupy these residential halls—a situation that facilitates the group discussion of cases and problems so important to an integrated professional program. For other housing information, see the "Housing" portion of the section on "Student and Alumni Services."

### LIBRARY AND RESEARCH RESOURCES

The library of the Graduate School of Business and Public Administration is on the second floor in McGraw Hall. It maintains a constantly growing basic and selective collection of books, pamphlets, periodicals, documents, and reports. The essential aim of the library program is to provide a working laboratory of published material which sheds light on the various aspects of the administrative process as well as on the subject matter fields in which course work and research are carried on.

The library receives regularly and maintains files of periodicals, journals, financial and advisory services, government publications, and selected company publications. It provides, as well, pertinent documentary material from the different levels of government. A highlight of the collection is the extensive file of annual reports of principal domestic and foreign corporations and data from these same companies on their internal management policies and procedures.

A reference collection is maintained and professionally staffed to provide direct assistance to students in the solution of academic and research problems. Provision is also made for the library guidance of students in the preparation of reports and independent research. Detailed bibliographic assistance is provided for doctoral candidates.

To familiarize the students with the working bibliographic and research tools in business and public administration, first-year students receive instruction in "Information Sources in Administration." Second-year students may elect the course in "Research in Business and Public Administration."

In addition to the library of the School, the main University Library and other departmental libraries, notably that of the School of Indus-

trial and Labor Relations, are also accessible to students of this School. The government documents collection of the University Library is one of the largest in the country. Altogether the library holdings of the University total more than 1,800,000 volumes, making Cornell one of the major library research centers in the United States.

## THE PUBLICATIONS PROGRAM

The publications program of the School stems largely from and complements the teaching and research programs. For publications currently available, inquiries should be directed to the Administrative Aide to the Dean, in care of this School, McGraw Hall.

*ADMINISTRATIVE SCIENCE QUARTERLY* . . . The School publishes *Administrative Science Quarterly*, a scholarly journal dedicated to advancing basic understanding of the administrative process through empirical investigation and theoretical analysis. The *Quarterly* contains articles, book reviews, and abstracts relating to administration in all types of enterprises and environments, including business, governmental, hospital, military, and educational. Inquiries relating to this publication should be directed to the Editor, *Administrative Science Quarterly*, in care of this School, McGraw Hall.

*THE FEDERAL ACCOUNTANT* . . . In cooperation with the Federal Government Accountants Association, the School publishes *The Federal Accountant*, a quarterly journal dedicated to the advancement of accounting principles, conventions, and auditing standards in their application to the operations of the federal government. The journal contains articles, book reviews, and abstracts relating to accounting in all environments in which federal accountants work. Inquiries relating to this publication should be directed to the Editor, *The Federal Accountant*, in care of this School, McGraw Hall.

## RESEARCH PROGRAMS

In its organized research program, the School seeks to advance understanding of administration through empirical studies in business firms, governmental agencies, hospitals, and similar enterprises. These enterprises are observed in interaction with their environment, and research attention is focused on the ways in which objectives are determined, resources are acquired, allocated, and controlled, and activities coordinated.

Normally the research program provides a limited number of stipends, as well as dissertation opportunities, for advanced graduate students, who participate in research design, data collection, and analysis under the guidance of faculty members.

## MILITARY SCIENCE AND TACTICS

The third and fourth years of military science and tactics (Advanced ROTC) are elective and qualify a student for appointment as a Second Lieutenant in the U.S. Army Reserve or the Regular Army. These courses are open to graduate students who have satisfactorily completed a basic course in ROTC while undergraduates and who are enrolled in a two-year graduate program leading to a degree. Interested graduate students should apply to the Professor of Military Science and Tactics, Barton Hall, for further information. See the *Announcement of Independent Divisions and Departments* for additional details and specific courses offered.

# DEGREE PROGRAMS

## TOWARD A MASTER'S DEGREE

AT THE Master's level, the Graduate School of Business and Public Administration confers two professional degrees, the Master of Business Administration (M.B.A.) and the Master of Public Administration (M.P.A.). The principal divergence in the courses of study occurs in the work of the second year. Therefore, while every student must indicate upon entering the School for which degree he is a candidate, it is possible to change to candidacy for the other degree at the beginning of the second year in the School.

The School affords a variety of opportunities for study adapted to the particular needs of the student, depending upon his background, his abilities, and his primary vocational interests. The programs of study in specialized areas of business administration or in governmental administration are undertaken only after the student has demonstrated a reasonable understanding of the principles of management and of the use of the basic tools of management—methods of economic, financial, statistical analysis, and administrative accounting—as employed in the management process. Accordingly, in the two-year program leading to the professional degrees, the first-year course of study is largely predetermined, confined principally to subject matter taken by all students of the School.

On the completion of the first year's requirements, a candidate for either degree will select a *field of concentration* for more intensive study. The principal fields of concentration and the requirements in such fields are detailed under "Course Requirements for the M.B.A. and M.P.A." and "Concentrations." However, as indicated later in this section, special programs suited to the needs of qualified students may be developed.

Candidates for either degree must normally complete courses carrying a minimum of 62 approved credit hours of work at the graduate level in order to qualify for the degree. Although a grade of 60 or above in any course will assure academic credit for the course, a weighted average grade in any term of less than 70 per credit hour is considered evidence of unsatisfactory work and may result in dismissal.

## THE MASTER'S DEGREE WITH DISTINCTION

The School confers the M.B.A. and M.P.A. degrees, *with distinction* upon a limited number of students. The attainment of the degree with

distinction indicates not only excellence in course work but also a broad knowledge of both business and public administration in general and an ability to integrate effectively the materials of separate courses.

To become a candidate for the degree with distinction a student must have at the beginning of his fourth term: (1) a scholastic average which places him at least in the upper ten per cent of his class—normally an average of 85 or better; and (2) the approval of the faculty. To receive the degree with distinction a candidate must meet two further requirements: (1) he must present written work which meets specifications set out by the faculty and (2) he must pass an individual oral examination before the faculty. Students who successfully pass these requirements are excused from final examinations in courses offered by the regular faculty of this School.

Students eligible for candidacy for the degree with distinction will be notified of their eligibility at an appropriate time; and those who desire to enter into such candidacy must inform the chairman of the faculty committee on degrees with distinction within the time limits specified in the notification of eligibility.

### SPECIAL MASTER'S DEGREE PROGRAMS

Although the sections entitled "Course Requirements for the M.B.A. and M.P.A." and "Concentrations" outline systematic programs of both general and specialized training, it is recognized that these more formal fields may not fit the professional needs of all M.B.A. and M.P.A. candidates.

Provided a student can justify the need and demonstrate the ability to carry a program of study and research more specifically tailored to his individual background or career prospect, a faculty committee will assume the supervision and development of such a program. This program may include approved courses elsewhere in the University, special reading and research courses, a possible research project to be carried out in the field and supported by a research report; and it may involve general examinations, oral and written, to be administered in lieu of course examinations in selected fields of study. The amount of credit allowed for such work will be determined by the faculty committee with the approval of the Dean. A student desiring to undertake such a special program should consult with his adviser as soon as possible and should have his plans well developed by the end of his second term.

As a matter of general policy, this School welcomes the development of cooperative programs under which qualified students can utilize the resources of this School in combination with those of other Cornell schools and colleges. In some cases the number of students interested in and qualified for certain types of special graduate programs has been such that systematic arrangements have been made to take care of the

needs of these students. Such arrangements are outlined briefly below. Individual students are not, however, limited to these possibilities.

**AGRICULTURAL MANAGEMENT.** . . Substantial opportunities exist in government agencies, in private industry, and in cooperatives for men with a background in agriculture who are trained in business and public administration. Recognizing the unique advantages at Cornell for such a program, the College of Agriculture and the Graduate School of Business and Public Administration have approved a combined program of studies in agricultural management that permits a more effective blending of the work of the two schools than would be feasible for nonagricultural students. This combined program and its several options may lead to either the M.B.A. or M.P.A. degree.

Double registrants or others interested in the combined program with the College of Agriculture should see the information under the heading of the *agricultural management* concentration as outlined in the section entitled "Concentrations." However, a more complete prospectus of the program and its possibilities may be obtained from the Administrative Aide to the Dean of this School, Room B-21, McGraw Hall.

**CITY MANAGEMENT.** . . The professional field of city management offers increasing opportunities for the student who wishes a career in the public service. With the cooperation of the College of Architecture, the College of Engineering, and the Law School, the Graduate School of Business and Public Administration offers a program leading toward the M.P.A. degree with specialization in city management.

For further information see the *city management* heading in the section entitled "Concentrations."

**CIVIL ENGINEERING.** . . Subject to the approval of the faculties of this School and the School of Civil Engineering, combined concentrations involving, for example, utility management and regulation, may be developed. Such a combined concentration might lead toward either the M.B.A. or the M.P.A. degree. Such concentrations involve special arrangements which should be discussed directly, either by letter or interview, with the Director of Student Affairs of this School, Room B-20a, McGraw Hall.

**HOSPITAL ADMINISTRATION.** . . The educational program in hospital administration is described under the heading "Sloan Institute of Hospital Administration." Details of the curriculum are found in the section entitled "Concentrations."

**ADMINISTRATION AND LAW.** . . The objective of this program, organized by joint action of this School and the Cornell Law School, is to provide, in four years, professional training in both administration and law. This may be done without sacrifice of the high standards of

both schools, and without omitting any part of the necessary preparation for the bar examinations.

Through this program a student may secure the degrees of M.B.A. or M.P.A. and LL.B. in four years instead of in the five years which would be required if each program were taken separately. For the undergraduate at Cornell, who in his senior year double-registers in an undergraduate college and the Graduate School of Business and Public Administration, this program will permit him to receive the undergraduate degree and the two professional degrees in a total of seven years. This program thus offers to the individual student the opportunity to pursue several avenues of professional growth, rather than one. The opportunities flowing from this flexibility are numerous. Traditionally, the law and administration, both public and private, have been closely related; and there are many specialized fields, such as accounting and transportation, in which a blend of legal and administrative talent is invaluable.

A student, to be admitted to the full joint program, must meet the admission requirements of both schools. He should apply for admission to both schools and be accepted by their respective admissions committees prior to entrance into the first year of the program. A student who may wish to enter the program after starting his residence in the Graduate School of Business and Public Administration should discuss his plans or problems with both schools as soon as possible. However, no assurance can be given that such a student will be permitted to undertake the joint program.

Because of the intensive nature of the program, it is normally required that a student double-registering in an undergraduate college at Cornell and in the Graduate School of Business and Public Administration be entirely clear of any specific undergraduate course requirements during his first year in this program.

The joint program is made possible because of the close relationship between the work of the two schools in certain respects. The general plan of the joint program is as follows:

- (1) In the first year the student will register in the Graduate School of Business and Public Administration and will take all his work in that School. The courses taken will consist primarily of the core program of that School (except for the work in business or public law) together with such electives as are desirable and feasible in connection with the student's eventual concentration.

- (2) In the second and third years the student will register in the Law School while remaining double-registered in the Graduate School of Business and Public Administration. In the second year, the student will take the full first-year program of the Law School. In the third year, he will complete his work for the M.B.A. or M.P.A. degree by taking a minimum of six hours a term of courses in the Graduate School of

Business and Public Administration, and in addition a minimum of ten hours a term in the Law School. At the end of the third year, if the student's work is satisfactory, he will receive the degree of M.B.A. or M.P.A.

(3) The fourth year will be spent entirely in the Law School and the degree of LL.B. will be awarded upon satisfactory completion of that School's work.

*OTHER POSSIBILITIES.* . . . The programs mentioned above do not by any means exhaust the rich mine of possibilities available to the qualified student. Cornell University at Ithaca includes not only this School but also the Law School, the College of Engineering, the College of Architecture, the College of Agriculture, the College of Home Economics, the School of Industrial and Labor Relations, the School of Hotel Administration, the College of Arts and Sciences, the School of Education, Far Eastern Studies, the Veterinary College, the Graduate School of Nutrition, and the Graduate School. Students who wish to consider undertaking combined programs of any sort must, of course, have the necessary qualifications and must, in general, expect to meet the prerequisite requirements of both this School and any other school or college in which they desire to take work. Such students should also plan their entrance into any combined program sufficiently far in advance not only so that they are qualified but also so that adequate arrangements, where required, can be made with the faculties of the schools involved. Copies of the Announcements of the various schools and colleges may be obtained on the campus by inquiring at the administrative offices of those divisions. Persons outside the campus may obtain any Announcements by writing to the Announcements Office, Edmund Ezra Day Hall, Cornell University, Ithaca, N.Y.

## THE DOCTOR OF PHILOSOPHY DEGREE

In addition to the professional M.B.A. and M.P.A. degrees, a student may qualify for the Doctor of Philosophy degree in the field of business and public administration.

*PURPOSE OF THE DOCTORAL PROGRAM.* . . . The doctoral program in business and public administration is aimed at providing an advanced and comprehensive education in administration, public and private, primarily for men who seek careers in teaching or research in this professional field. However, through this program, a student may also prepare for many types of positions in business and governmental administration in which advanced training, if not always an absolute requirement, is highly desirable.

*PHILOSOPHY OF DOCTORAL WORK AT CORNELL.* . . . Prospective doctoral candidates should especially note the following quotation

from the *Announcement of the Graduate School*: "Accomplishment is judged primarily by the evidence of growing responsibility for the advancement of knowledge and not by fulfillment of routine requirements by courses and credits." This sentence expresses not only the theory but the practice of doctoral work at Cornell. The Ph.D. is awarded on the basis of competence as demonstrated in the writing of an acceptable thesis and the passing of qualifying and final examinations. Course credits are not generally required, although the candidate may be required by the faculty members under whom he is studying to take selected courses or their equivalent either to assist the student in his planned study program or to help make good a deficiency revealed in his qualifying examination.

*PLAN OF STUDY AND RESEARCH*. . . The regulations governing the plan of study and research at the doctoral level are considerably different from those relating to the professional degrees of M.B.A. and M.P.A. The latter degrees are awarded by action of the faculty of this School under conditions imposed by that faculty. The Ph.D., on the other hand, is conferred under rules and regulations established by the Cornell graduate faculty and administered by the Cornell Graduate School.

In brief, these rules provide that the candidate for the Ph.D. degree work under the direction of a special committee composed of three members of the faculty. The program for the Ph.D. candidate is arranged and approved by the special committee in accord with the following general requirements for the doctoral degree: (1) a minimum of six terms of residence as a graduate student—which may include credit for residence while doing professional or other graduate work at Cornell or elsewhere; (2) the satisfactory completion, under the direction of a special committee, of work in one major subject and two minor subjects; (3) reading facility in two foreign languages; (4) the presentation of an acceptable thesis; and (5) the passing of qualifying and final examinations. However, the candidate is advised to consult the *Announcement of the Graduate School* for further details concerning these and other general requirements.

*MAJOR AND MINOR SUBJECTS*. . . The full list of *approved major and minor subjects* is contained in the *Announcement of the Graduate School*. Candidates for the Ph.D. degree proposing to major in the general *field* of business and public administration must select a major *subject* from among the following: (1) The Administrative Process, (2) Finance and Accounting, (3) Supply, Production, and Distribution, and (4) Managerial Economics and Politics. Brief descriptions of the scope and method of these subjects are outlined below.

### THE ADMINISTRATIVE PROCESS

This subject embraces all aspects of the art and science of administering organizations, involving such administrative matters as internal organization and structure, administrative behavior, coordination and control, communications, personnel and human relations, planning, policy formulation, and program development. It will normally require the study of both private and public administration, and, in some cases, of foreign administration as well.

### FINANCE AND ACCOUNTING

This subject concerns those aspects of administration which are subject to monetary measurement and analysis. It includes accounting, with its body of doctrine and its professional literature, together with financial analysis of all types, ranging from those found in private investment activities to those involved in the operations of public treasurers and budget directors.

### SUPPLY, PRODUCTION, AND DISTRIBUTION

This subject embraces another large and interrelated group of management functions found in both private and public administration. It includes work in marketing and market research, production and procurement, and, to some extent, in traffic management.

### MANAGERIAL ECONOMICS AND POLITICS

This subject emphasizes the selection and analysis of economic and political data and relationships as a guide to decision making and policy formulation, and involves interdisciplinary work in economics, political science, and administration. The student may approach this subject either through the comprehensive and intensive study of economic, political, and administrative factors and interrelationships associated with particular industries or public agencies (interpreting "industry" and "agency" broadly), or, from a more over-all point of view, through the study of various types of problems and relationships which may be recurrent through a number of industries and public agencies or through the administrative structure of a particular country or society. For example, students may approach this subject (1) through study of the transportation industry, of the problems in city management, etc., or (2) through study of some over-all problem such as competitive behavior, economic instability, etc.

### MINOR SUBJECTS

A student who majors in business and public administration must also select two minor subjects. One of these minor subjects may be

chosen from among the four subjects listed above. However, it is the general policy of the field of business and public administration strongly to encourage the student to select his second minor from among related subjects outside this field.

Students with majors in fields other than business and public administration, but who wish to minor in this field, may also choose from among the four subjects listed above. The requirements for a minor are somewhat less rigorous and advanced than for a major.

#### EXAMINATIONS AND THESIS

The qualifying examination serves to determine the ability of the candidate to pursue doctoral studies and to assist the student's special committee in developing a program of study for the candidate if he is permitted to continue in doctoral work. In general, a candidate will be expected to demonstrate in this examination (1) a basic understanding of the most important subject matter and problems involved in his planned major and minor fields; and (2) an ability to meet the intellectual requirements for further advanced work and for original research.

Within the broader outlines of the candidate's major subject (though there may be relationships with minor subjects also) he will be expected to select a special area within which his research will be conducted and his thesis written. Such a special area will be approved by the candidate's special committee and is limited only by the approved interests of the candidate and the faculty resources of this School and the University. The candidate is normally encouraged, however, to select a special area of research which—while it may lie primarily in either business or public administration—will be such as to involve the student in the exploration of materials and hypotheses relevant to both public and private management.

In his final examination the student may expect to demonstrate an understanding of the subject matter, methods, and literature appropriate to his major and minor subjects, and to defend his thesis, not only with respect to his thesis propositions but also with respect to his methods of research and the logic of his presentation.

*ADMISSION.* . . . As the Ph.D. is conferred under rules and regulations established by the Cornell graduate faculty, the applicant for admission to candidacy for the Ph.D. degree in business and public administration, therefore, must first apply for admission and be accepted by the Graduate School under conditions enumerated in the *Announcement of the Graduate School*. His application and credentials, as forwarded with this intent to the Graduate School, will be referred to the graduate faculty of the field of business and public administration for its recommendation; but actual acceptance in the Cornell Graduate School, registration, and other formalities are completed by and

through that School. In all other matters concerning the satisfaction of requirements for the Ph.D., the student is also governed by the regulations of the graduate faculty as explained in the *Announcement of the Graduate School*.

Admission to the doctoral program in business and public administration does, however, generally presuppose academic work in administration or related fields at the Master's level. Ordinarily the candidate is expected to have a Master's degree, but this is not an absolute requirement. The program is planned not only for students who have done their previous professional or other appropriate graduate work at Cornell, but also for students who have done appropriate graduate work in other institutions.

Neither entrance examinations nor interviews are required for students planning doctoral work in business and public administration. However, the submission of Graduate Record Examination test scores is welcomed by the admissions committee of the Graduate School; and students who are at all undecided as to exactly how they wish to go about their doctoral programs or who are not certain as to the manner in which they should approach their advanced study goals through the mechanism of the Cornell Graduate School should, by all means, endeavor to come to Cornell for personal interviews with the staff of the Graduate School and with members of the graduate faculty of the field of business and public administration and of other appropriate fields in which the student may be interested. A student who is interested in a major or minor in business and public administration may arrange an appointment with a member of the graduate faculty of this field by writing to the Administrative Aide to the Dean of this School. When writing, the student should indicate not only his desire for an interview, but also his general interests and expectations as far as advanced study is concerned.

*GENERAL RESIDENCE REQUIREMENTS*... For a general statement of the rules concerning residence, see the *Announcement of the Graduate School*. It is not possible to waive these general requirements except, infrequently, by appeal made after admission. Nor is it possible to give a student contemplating doctoral work at Cornell a firm commitment before he arrives as to the residence credit he will receive for graduate work done elsewhere. Under the rules of the Graduate School, "no commitment may be made for acceptance of previous study in another graduate school in lieu of required residence until *after* the candidate has entered into study in residence in the Graduate School." Individual faculty members may properly be requested to give prospective students an advisory opinion as to the probable residence which may be transferred, but the student must understand that any such opinion is not binding upon the Graduate School. Residence credit for

previous study in another graduate school is based primarily upon an evaluation of the advancement of the student rather than upon any precise number of credit hours recorded on a transcript.

*RESIDENCE CREDIT FOR M.B.A. AND M.P.A. WORK.* . . . If students contemplating an M.B.A. or M.P.A. degree at Cornell prior to undertaking work at the Ph.D. level at Cornell wish to obtain maximum residence credit for their professional Master's work, they should carefully note the following requirements. Credit toward fulfillment of the residence requirements for the Doctor of Philosophy degree may be granted for graduate work satisfactorily completed in qualifying for the professional degrees of M.B.A. and M.P.A.; but such credit is not given automatically. Maximum credit may be obtained by the satisfactory completion of a special program under the following procedure. A student must notify this School of his intention to pursue doctoral studies two semesters before the completion of his study toward the professional degree. If this intent is approved by the School, a special committee will be set up to guide and supervise the candidate's final year of work toward the professional degree. This program will include graduate-level study outside the Graduate School of Business and Public Administration as well as within it, with an emphasis on individual research; and it will include a special problem culminating in the writing of a comprehensive report or essay. On completion of this program, the special committee of the candidate will administer an oral comprehensive examination in the chosen area of concentration for the professional degree. On the basis of the candidate's over-all performance, the special committee will then recommend to the General Committee of the Graduate School the amount of credit which should be transferred toward fulfillment of the residence requirements of the Doctor of Philosophy degree.

M.B.A. or M.P.A. students contemplating advanced work should consult with their advisers and with this faculty's field representative to the Graduate School as early in their professional program as possible. Such students should, if at all possible, have their plans and proposed programs well outlined by the end of their second term in order to be certain of consideration for the application of this special residence regulation.

*THE GRADUATE FORUM.* . . . The Graduate Forum is the special organization of the doctoral students majoring in the field of business and public administration. The organization is largely run by the doctoral students themselves and is designed to encourage the interchange of ideas among doctoral candidates and between such candidates and members of the faculty of the field. Meetings are held approximately once a month and, while primarily aimed at research interests, may involve social affairs as well. From time to time doctoral

candidates with minors in this field, as well as advanced Master's degree candidates, are invited to meetings of the Forum. All doctoral candidates with a major in this field are eligible to join the School's Student Association, which provides a wide range of social and other activities.

*FINANCIAL AID FOR PH.D. CANDIDATES.* . . . Several substantial fellowships and scholarships are made available each year specifically for candidates for the Ph.D. degree in business and public administration. Such students may also apply for fellowships and scholarships open to candidates in all fields. Applications may be obtained by writing the Office of the Graduate School and should be filed not later than February 14. In addition, a limited number of qualified candidates receive financial assistance by serving as research or teaching assistants to members of the faculty of this School. Applications for such positions should be directed to this School.

*FURTHER INFORMATION.* . . . For matters concerning admission to the Graduate School, registration, academic records, scholarship and fellowship applications, and other matters mentioned in the *Announcement of the Graduate School*, as well as for copies of the Announcement itself, write the Graduate School, 125 Edmund Ezra Day Hall. For further information concerning the doctoral program of the Graduate School of Business and Public Administration, write the Administrative Aide to the Dean, Graduate School of Business and Public Administration, McGraw Hall.

# SPECIAL TRAINING PROGRAMS FOR INDUSTRY AND GOVERNMENT

THE CORNELL Graduate School of Business and Public Administration develops and conducts institutes, seminars, conferences, and other types of special training programs to meet the needs of business organizations, associations, and governmental agencies.

## PROGRAM DESIGN

These programs are tailored to the needs of the participating groups and may vary in length from a few days to several weeks. They are usually conducted on the University's Ithaca campus, thereby gaining the full advantage of resident faculty participation, libraries, University housing arrangements, and other basic educational and living facilities. Consideration will be given, however, to requests for off-campus instruction.

*TYPES OF PROGRAMS.* . . The School is prepared to cover a wide range of subject matter in its special institutes and seminars. From a functional point of view, these subjects may include, among others, accounting, budgeting, purchasing, policy formulation, human relations, planning, organization, personnel, production, finance, marketing and sales management, transportation, and managerial economics.

From another point of view, special programs may be devised covering in an integrated treatment a number of functional topics for such groups as city managers, representatives of small business, administrators of business or governmental enterprises involving the coordination of various types of functions, and representatives of professional and trade associations. Programs may involve the consideration of either business or governmental administrative problems or combinations of both.

In certain situations it has been found mutually advantageous to develop a research program in connection with a seminar or institute program. Special programs oriented more toward research—though not by any means exclusively so—are represented by the cooperative development of a manual of administrative practices for the New York Association of Clerks of Boards of Supervisors as well as the development of the Cornell Marketing Management Forum.

In addition, many of the faculty of the School have, as individuals,

served as advisers to a wide range of industrial concerns and governmental agencies in the development of administrative training programs within those organizations.

*INSTRUCTIONAL POLICIES*. . . Instruction is primarily under the direction of faculty members of this School. Frequently, however, the programs benefit from the cooperation of faculties of other schools and colleges at Cornell, including Engineering, Hotel Administration, Law, Agriculture, Medical, and Industrial and Labor Relations. In addition to academic staff from Cornell and other universities, outstanding successful practitioners in appropriate fields are invited to participate as discussion leaders and speakers.

In the special programs, instructional methods which have proved to be most effective with adult groups are used. Emphasis is placed on relatively small groups, with considerable attention paid to the analysis and discussion of carefully selected case studies. An effort is made to supply the participants with materials which they can use after completion of the programs.

In planning a special program, faculty members work closely with representatives of the group being served in order that concentrated attention can be given to the interests and problems of the participants.

*FURTHER INFORMATION*. . . Persons interested in further information concerning the special training programs of the School should write or call the Director of Special Programs, in care of this School, McGraw Hall (phone: Ithaca 43211, Ext. 3802 or 3622).

## THE EXECUTIVE DEVELOPMENT PROGRAM

The Executive Development Program is a six-week, off-the-job course of study offered each summer for fifty-two selected executives from private enterprise and government agencies. In keeping with the theme of the Program, "An Approach to Top Management Responsibility," enrollment is limited to men to whom each company or government agency looks for future leadership. Usually, participants range in age from 35 to 50 years (averaging 43) and comprise a heterogeneous group with respect to geographic and industry distribution and administrative functions.

This intensive course of study is designed to facilitate each participant's self-appraisal of his own awareness, and of his approaches and attitudes with respect to top management responsibility. The methods will be discussion of case studies, consideration of important issues, and interchange of ideas with faculty, business and government leaders, and other participants. Development of a useful approach to top management responsibility, although an individual problem, is thus promoted through joint endeavor in the Program.

The sixth annual Executive Development Program will begin on

July 7, 1958, and will end on August 15. Applications must be submitted by April 1, 1958.

### HOSPITAL ADMINISTRATORS DEVELOPMENT PROGRAM

As a contribution to the forward-looking leadership in the hospital and health field increasingly required by our complex society, the Alfred P. Sloan Foundation, Inc., in 1957 provided a grant of \$100,000 to the Graduate School of Business and Public Administration of Cornell University for the establishment of an experimental Hospital Administrators Development Program. This program will be inaugurated during the six-week period, July 7 to August 15, 1958, with an enrollment limited to twenty experienced administrators selected on a nation-wide basis. Virtually all costs will be met by the basic grant.

The Hospital Administrators Development Program will be conducted by the staff of the Sloan Institute of Hospital Administration in cooperation with the faculty of the Graduate School of Business and Public Administration. This administrative and teaching staff will be supplemented by representatives of other divisions of Cornell University and of other institutions. Curriculum content of the 1958 program includes such areas as administration, professional relations, and medical care programs. The seminar method will be employed, with discussion centering on issues derived from extensive individual readings, cases, the contributions of guest lecturers, and the points of view reflecting the variety of backgrounds represented.

Further information may be obtained by writing to the Program Co-ordinator, Hospital Administrators Development Program, care of this School.

### MANAGEMENT TRAINING FOR HIGHWAY OFFICIALS

A series of highway management courses is conducted for state and federal highway management personnel. These conferences cover planning, organizing, financial management, personnel, intergovernmental relations, and related subjects. They are conducted in cooperation with the Association of State Highway Officials and the National Highway Users Conference.

### MANAGEMENT CONFERENCE FOR OWNERS AND MANAGERS OF RETAIL LUMBER BUSINESSES

The School from time to time conducts a three-day seminar for owners and managers of retail lumber businesses in cooperation with

the Northeastern Retail Lumbermen's Association. These seminars emphasize effective organization, staffing, financial management, customer relations, and related subjects.

### THE CORNELL MARKETING MANAGEMENT FORUM

The Cornell Marketing Management Forum consists of some one hundred upstate New York home-office marketing executives in manufacturing concerns and is sponsored by the School as a service to members of the near-by industrial community. The Forum is a medium for the exchange of day-to-day operating procedures relating to currently pressing problems of marketing management. Reports of survey findings are sent to Forum members approximately four times a year. The first group conference was held May 11, 1956.

### AGRICULTURAL INDUSTRIES CONFERENCE

The Agricultural Industries Conference is sponsored jointly by the Graduate School of Business and Public Administration and the New York State College of Agriculture. The participants are representatives of agricultural industries—companies buying from, or selling to, farmers. The aim of the Conference is to carry on a discussion of national policy and business trends having significant impact on agricultural business. The papers presented are published and distributed to those attending, to agricultural economics departments of the land-grant colleges of the country, and to other interested individuals. The Conference is held annually.

# THE STUDENT PROGRAM

A PROFESSIONAL school of administration must be interested in students learning to work effectively in groups. While a certain amount of this type of learning is acquired in the group projects organized in connection with the School's classwork, a great deal more is acquired through participation in the organized undertakings of the student body. Designed to serve serious purposes and needs of the School, the student program outlined here, which is almost entirely managed by the students themselves, represents an increasingly significant aspect of life and study in the Cornell Graduate School of Business and Public Administration.

## THE STUDENT ASSOCIATION

When a student enrolls in the Graduate School of Business and Public Administration, he becomes eligible for membership in the Student Association, which sponsors the many extracurricular enterprises of the School. Early in his first term at the School, each student is invited to participate in the work of one or more of the committees of the Student Association.

Traditionally, Cornell has stressed individual initiative and responsibility. Through the Student Association individuals may find rewarding professional training and experiences in group and School extracurricular activities. This opportunity has been facilitated by the School's relatively small size of about 250 students and by the accessibility and active cooperation of the faculty.

The Student Association is headed by an executive committee composed of the officers of the Association, who are elected in the spring term by members of the first-year class. The executive committee is responsible for organizing student activities and acts as liaison between the faculty and the student body. For the year 1957-1958, the officers of the Association are: Lawrence E. Dwight, President; Paul W. Davis, Vice President; William H. Dudley, Treasurer; and Richard W. Stanley, Secretary. The dues of \$10, covering membership in the Student Association for the two-year period, are paid at the beginning of the first year to facilitate planning of student activities.

*SUPPER CLUB*. . . More formal are the meetings of the Supper Club of the Student Association, which takes advantage of the presence of numerous prominent representatives of business and government when

they visit Cornell. The initial meeting of the Club is held early in the academic year, so that if a student has not met some of his fellow students or faculty members, he may do so here. Some of the after-dinner speakers have been Deane W. Malott, President of the University; C. Stewart Sheppard, Dean of the School; James A. McConnell, a Cornell University trustee and a former Assistant Secretary of the Department of Agriculture; Robert E. Peach, President of Mohawk Airlines, Inc.; J. Carlton Ward, President of the Vitro Corporation and a Cornell University trustee; George W. Chane, Manager, Management Services Division, Ernst & Ernst; Paul J. Cupp, President of American Stores Company; and Wallace F. Bennett, United States Senator from Utah.

*THE BALANCE SHEET* . . . The *Balance Sheet* is a newspaper published regularly by the Student Association to inform students and alumni of the activities within the School. A special section is devoted to alumni affairs.

*SOCIAL ACTIVITIES* . . . The Social Committee of the Student Association sponsors activities, both friendly and instructive, throughout the year. The fall dance, spring dance, Christmas party, and faculty-student spring picnic with its baseball game are special highlights of the social year.

*THE LOUNGE* . . . Early in the school year, students find their way into the student lounge. It is the logical spot for discussions and informal gatherings, for casual reading of magazines, and for enjoying a cup of coffee or other refreshments. Just off the lounge are the offices of the Student Association.

*WIVES' CLUB* . . . More than 20 per cent of the students attending the School are married. Not unnaturally, their wives have formed a group of their own. Throughout the year the Wives' Club provides entertainment and programs of interest and assists the social committee in appropriate "mixed" affairs.

*OTHER ACTIVITIES* . . . There are many other activities in which the students, as an organized group, participate directly and indirectly. With the cooperation of the Dean, the Director of Student Affairs, and the faculty, the Student Association acts in an advisory and planning capacity in many matters of concern to the School.

## THE ANNUAL MANAGEMENT CONFERENCE

A highlight of the School's extracurricular activities is the Annual Management Conference held in the spring of each year. The conference, first conceived, organized, promoted, and conducted by the students themselves in 1949, continues under student auspices. This conference has been so rewarding as a professional, educational, and

social endeavor that succeeding classes have made it an annual event of ever-increasing scope and significance.

Scheduled for two days in the spring of the year at Cornell's new Statler Hall, the conference has each year attracted leaders in government, business, and education to discuss selected current topics. Besides stimulating the discussion of important current issues, the conferences strengthen the bond between the work of the School and practical administrative problems in the field. They also provide a particularly apt opportunity for students to exchange views with leading national figures.

The Ninth Annual Management Conference, held in April, 1957, was devoted to the role of committees and conferences in management. Over five hundred registrants participated. The conference, entitled "He's in a Meeting," was addressed by William M. Collins, Secretary, Operations Policy and Administration Committees, General Motors Corporation; Robert C. Hood, President, Ansul Chemical Company; Roy T. Hurley, Chairman and President, Curtiss-Wright Corporation; Charles L. Huston, Jr., President, Lukens Steel Company; and Maxwell M. Rabb, Secretary to the Cabinet, The White House. In addition to the main speeches, conference panels were held on the conference method as a training device, the use of committees to evaluate and plan the development of personnel, making management meetings count, the use and misuse of committees, utilizing committees in a small business, decision making around the conference table, the preparation and follow-up of committee meetings, the use of committees in marketing management, and ways in which committees and conferences facilitate communication.

Since its origin in 1949, the conference has featured such prominent speakers as Willard L. Thorp, Robert Ramspeck, and Howard Piquet, from government; Richard L. Bowditch, Robert C. Hood, Charles L. Huston, Jr., Roy T. Hurley, Edward McCormick, and H. Harold Whitman, from business; and Carroll Daugherty, Fedele Fauri, and Joseph Shister, from education. Principal speakers at the 1956 conference on "Bringing Up the Boss" were Dewey Balch, William C. Caples, Marc A. de Ferranti, and John W. Macy.

Because the conference is so broad an undertaking, a large student staff is needed to carry out the many and varied preparations. Although this staff, known as the Management Conference Committee, is not organizationally a part of the Student Association, its members, as members of the Association, make the conference very much a united undertaking. A committee on program developments selects the theme, develops the program content, invites the speakers, and plans the sequence of speeches and panels during the conference. The conference guest committee encourages participation by outside guests, provides them with local transportation and, in conjunction with the arrange-

ments committee, carries out the duties of registration on the opening day. The arrangements committee also sees that the Statler Auditorium is prepared for a pleasant and successful series of meetings and arranges for the banquet held on the first evening of the conference. All advertising and public relations work, including national news coverage, are the responsibility of the publicity committee. The fund-raising committee is active in helping to defray the expenses of the conference, a job which involves, among other things, obtaining exhibitors for the conference. All funds raised, and the disbursement and control of them, are under the supervision of the finance committee.

## PROFESSIONAL ASSOCIATIONS

There is a student chapter of the Society for the Advancement of Management as well as a chapter of the American Society for Public Administration. These organizations provide excellent opportunities for bringing business and government operations nearer to the campus. In addition to meeting informally and discussing professional matters of common interest, these groups are addressed by speakers from both public and private organizations.

## CORNELL CAMPUS ACTIVITIES

Cornell has all the varied social and cultural opportunities of a large university and adequate facilities for realizing them. At the University's student union building, Willard Straight Hall, are lounges, a browsing library, a music room, and several dining rooms; dances and other social gatherings are held in this building. The Bailey Hall concerts, the movies and plays at the University Theater, the public lectures sponsored by the University, the international student group programs, and the activities of the various campus religious bodies will add to the richness and enjoyment of a student's years in the Graduate School of Business and Public Administration.

Intramural sports are one sphere of activity of the Business and Public Administration Student Association which especially meshes with the program of the whole University. The Cornell University Athletic Association sponsors a vast program of intramural sports; in this program the School's teams compete against other campus graduate teams. A student who is interested in playing touch football, basketball, or softball may join one of the School's intramural teams. The School also conducts its own competitive series, with both students and professors participating in bowling, golf, and softball. Those interested in varsity sports will want to see the Cornell teams in action. Block seating is arranged for football games.

For further information on Cornell student activities, see the *General*

*Information Announcement*, which may be obtained from the Visitor Information Center, Edmund Ezra Day Hall, or by writing to Cornell University Announcements, Ithaca, New York.

Naturally, not every student can participate in all of the nonclass-room activities described here. But the success of these activities depends upon student interest and participation. They are directed and managed by students. They are not "administered." There is no set pattern of functions to which the Student Association must adapt itself. Each class determines for itself what it would most prefer to undertake and emphasize. The student activities provide a stimulating experience and a valuable exercise of the professional talents which it is the function of the School to develop. The hope is that every student who is interested in participating in the Student Association or other activities, whether as organizer or spectator, will have the opportunity to do so.

## STUDENT AND ALUMNI SERVICES

**T**HE GRADUATE SCHOOL of Business and Public Administration recognizes that graduate work involves a variety of situations which do not fall within the strictly academic phases of advanced study. These situations, such as extracurricular activities, most frequently serve as valuable supplements to one's own academic program. On occasions these situations may create problems or obstacles to satisfactory graduate study. As part of its advising and counseling work, the School seeks to ensure that the individual student is provided with whatever personal assistance and attention are needed to facilitate his studies, complete his educational objectives, assist in his placement, and contribute to his continued growth and development after he has left the School.

### STUDENT COUNSELING

The counseling of students is a responsibility of all faculty members of the School and of the Director of Student Affairs in particular. His office is concerned with all student activities, including student orientation and registration, advising and counseling, housing and alumni relations.

*ORIENTATION*. . . The faculty of the School believes that the educational philosophy and objectives of the School, the methods employed in furthering its educational programs, and the academic and extracurricular opportunities afforded by the School and the University should be understood clearly by entering students. To accomplish this, an orientation period for new students, arranged by the faculty with student assistance, is conducted immediately before the registration period in the fall semester. An address by the Dean on the educational philosophy and academic program of the School, conferences with faculty members on programs of study, and descriptions of student activities highlight the formal portion of the orientation. Through planned discussions and social events, new students are afforded an opportunity to become acquainted with the student program, registration procedures, the Cornell Campus, their fellow students, and the faculty.

*ACADEMIC COUNSELING*. . . Each student is assigned to a faculty adviser for academic counseling. Advisory relationships are, however,

informal, and students are free to consult with all members of the faculty not only on matters pertinent to their education and future plans, but also on personal matters. In addition, the University's Dean of Men and Dean of Women and their staffs may be consulted by students regarding appropriate nonacademic problems.

*ASSISTANCE TO FOREIGN STUDENTS.* . . . The University maintains on its staff a Counselor to Foreign Students to advise students coming from foreign countries. He may be consulted on personal problems, social questions, or any other matter in which he may be helpful. He will be glad to assist foreign students in finding suitable living quarters and to introduce them to University officials, members of the faculty, and other students. The Counselor's Office is in 144 Edmund Ezra Day Hall, and it is suggested that all foreign students write him before coming to Ithaca or call on him immediately upon arrival.

### HEALTH SERVICES AND MEDICAL CARE

The student's health is of the utmost importance to successful academic work. While good health does not guarantee academic success, poor health can be an important factor in failure. Prospective students are urged to have any remediable defects of vision corrected and necessary dental work done before entering the University.

If, in the opinion of the University authorities, the condition of a student's health makes it unwise for him to remain in the University, he may be required to withdraw at any time.

*THE CLINIC AND THE INFIRMARY.* . . . The health services and medical care of Cornell students are centered in the University's Gannett Medical Clinic (out-patient department) and in the Cornell Infirmary (hospital). Students may consult a physician at the Clinic whenever need arises and receive treatment in cases that do not require hospitalization. If hospital care is indicated, the student is requested to enter the Infirmary. The Infirmary, a hospital approved by the American College of Surgeons, is well equipped for medical and surgical service. The Infirmary staff, under the supervision of the Clinical Director, consists of resident physicians, attending physicians from the University staff, and consulting physicians and surgeons in the various medical fields from Ithaca and vicinity.

*THE COLLEGE AND UNIVERSITY GENERAL FEE* covers treatment at the Clinic and medical and emergency surgical care at the Infirmary. Hospitalization in the Infirmary for a maximum of two weeks each term is included. If hospitalization extends beyond fourteen days, students will be charged on a per diem basis. Emergency surgical care is defined as initial surgical procedure which, in the opinion of the Clinical Director, is necessary for the immediate welfare and safety of

the patient. The fee does not include surgery for the correction of chronic remediable defects or obstetrical care. Emergency house calls to student residences are charged at \$3 for a day call and \$5 for a night call. (In providing these services the University reserves the right to bill the student's employer or other third party legally responsible for providing hospitalization and medical care and to be subrogated to the student's right against these parties for the cost of these services when such liability exists.)

On a voluntary basis, insurance is available to supplement the services provided by the health fee. Thus, hospitalization at the Infirmary in excess of fourteen days per term, and expenses for illness and accidents outside Ithaca both during the academic year and during vacations would be covered. Information about such insurance may be obtained at the Gannett Medical Clinic.

*THE RIGHT TO EMPLOY A PRIVATE PHYSICIAN.* . . . If a student prefers to consult a private physician rather than go to the Clinic or to have the services of a private doctor from Ithaca while a patient in the Infirmary, the cost of these services must be borne by the student.

*HEALTH REQUIREMENTS ON ENTRANCE.* . . . For these requirements see section entitled "Entrance Procedures."

## HOUSING

*SINGLE MEN.* . . . The importance of proper living quarters for graduate students undergoing instruction in an integrated professional program can hardly be overestimated. Study under the case method of instruction makes the easy group discussion of cases and problems even more desirable. Therefore, whenever possible, students are encouraged to arrange their living accommodations to provide for a maximum of group study relationships with other students in the School.

To make such group study relationships available on a more systematic basis, the Graduate School of Business and Public Administration has special quarters available for its graduate students. These quarters are in Boldt Hall and Boldt Tower, which are among the most desirable of the permanent living quarters of the University, and which accommodate approximately seventy-five students under normal arrangements. These quarters are also within a block of McGraw Hall, making for a relatively simple and highly convenient living-study combination.

Living contracts are made for the academic year, with payment of room rent charges in four equal installments. Continued residence is, of course, subject to conduct becoming a gentleman and to such other normal requirements as are specified by the Department of Residential Halls.

Single male students are encouraged to apply for quarters in Boldt Hall or Boldt Tower, and every attempt will be made to house all stu-

dents of the School who apply for space in these living halls. However, applications will be processed on a first-come, first-served basis. Any overflow of late applicants will be housed, insofar as limited space permits, in one of the Baker residential units adjacent to Boldt Hall.

Room application forms may be obtained from and should be returned to Residential Halls, Edmund Ezra Day Hall, Cornell University, Ithaca, New York. Applications should be filed as soon as possible after January 1 of the year of matriculation, even though admission to the School has not been verified.

Some students prefer to live in privately operated rooming houses or apartments near the campus. An Off-Campus Housing Office is maintained by the Department of Residential Halls to assist students who do not wish to live in a University dormitory.

*SINGLE WOMEN* . . . One section of a University all-graduate dormitory is available to graduate women, and applications for such space should be made to the Department of Residential Halls. Many graduate women live in private dwellings or apartments. Information regarding such accommodations may be obtained from the Off-Campus Housing Office.

*MARRIED STUDENTS* . . . The University maintains two housing units for married students. These units contain one- and two-bedroom unfurnished apartments. Application forms and more detailed information may be obtained by writing the Department of Residential Halls.

#### DINING ARRANGEMENTS

Men and women students may obtain meals in the union building, Willard Straight Hall, in a cafeteria operated by the College of Home Economics, or in privately operated restaurants and cafeterias near the campus. Men may find the snack bar in Unit 1 of University Halls in the men's dormitory area convenient for lunch and other light meals.

#### AUTOMOBILES

University requirements governing the use of motor-driven vehicles are the following: (1) registration of the vehicles with the Traffic Bureau of the Safety Division on registration days at the beginning of each term, or within 48 hours after bringing a car to Tompkins County during the term; (2) a registration fee of \$2 a term (a fine of \$10 is levied if the car is not registered within the specified time); (3) if the student is under 21, written consent of his parent or guardian; (4) evidence that the student may drive in New York State and that the vehicle may be driven here; (5) evidence that the vehicle is insured at the standard minima of \$10,000-\$20,000-\$5,000. Students may not park motor-driven vehicles on the campus except when permission has been granted in

cases of physical disability or extreme hardship. Motorcycles and motor scooters must be registered but may not be used on the campus during class hours. Correspondence regarding motor vehicles should be addressed to the Safety Division, 101 Edmund Ezra Day Hall.

## FINANCIAL ASSISTANCE

*SCHOLARSHIPS AND FELLOWSHIPS*. . . A number of scholarships and fellowships are available each year both to Master's and to Ph.D. candidates.

### AWARDS TO MASTER'S CANDIDATES

Through the generosity of The Alfred P. Sloan Foundation, Inc.; Bache and Company; Claude C. Harding, Vice President of the Grolier Society; the Cornell Aeronautical Laboratory; Eugene M. Kaufmann, Jr., investment counselor, Philadelphia; Bertram J. Serdan, C.P.A., New York; and other friends of the School, a number of substantial fellowships and scholarships are available to qualified students. With the fellowships which comprise the larger awards, proved scholastic ability is the essential qualification. Scholarships and grants-in-aid awards are based on both scholastic ability and financial need.

Both fellowships and scholarships for study in hospital administration are provided by the Sloan Institute of Hospital Administration, which is sponsored by The Alfred P. Sloan Foundation, Inc. The Bache Fellowship in Finance is an annual award of \$2500 to assist an outstanding Master's candidate primarily interested in finance. The Cornell Aeronautical Laboratory Fellowship is an award of \$2700 made annually to an outstanding Master's candidate whose undergraduate training has been in the field of engineering. The Harding award is made without regard to the student's field of interest or previous interest.

The University has also made available funds for a number of additional scholarships covering tuition and partial-tuition awards, which are also made on the basis of financial need and academic promise. All awards are normally made in the form of allowances against tuition, except when the amount of the grant exceeds tuition, in which case the excess becomes a stipend to the student, half of which is made available in the fall term and half in the spring term.

Applications for scholarships and fellowships by prospective Master's candidates must be filed before March 1 for the subsequent fall term. New applications for the spring term must be filed by January 1. Application forms may be obtained from the Administrative Aide to the Dean, B-21 McGraw Hall.

In addition to the scholarships mentioned above, there are a number of scholarships available elsewhere in the University for which double-registrants in this School may be eligible. Those interested should

consult the University publication, *Financial Aids and Scholarships*, which may be obtained from the Announcements Office, Edmund Ezra Day Hall.

#### AWARDS TO DOCTORAL CANDIDATES

For information concerning applications for fellowships and scholarships for advanced work, see the section of this Announcement relating to the Ph.D. degree program. While the applications for such fellowships and scholarships are made through the Graduate School, awards made from the funds of this School are granted on the advice of the scholarship committee of this School. For information concerning graduate scholarships and fellowships granted from funds other than those of this School, see the *Announcement of the Graduate School*.

**RESEARCH AND TEACHING ASSISTANTSHIPS.** . . . These positions are not normally open to Master's candidates, and in no case are they open to a Master's candidate who has not completed at least one year's work toward his professional degree. However, Ph.D. candidates may apply for the limited number of positions available, whether or not they have done prior work at Cornell. Inquiries should be directed to the Administrative Aide to the Dean, in care of this School, as the decision concerning such matters rests with this School rather than with the Graduate School.

**LOANS.** . . . Loans to promising students in need of assistance have been made possible by many gifts to the University. Except in the case of a loan supplementing a scholarship award as explained below, a student is eligible to borrow from these sources only if he is registered in the University and has maintained a satisfactory standing in classes and other respects during a residence of at least one term. Approval of request for loans is based on such factors as financial need, personal reliability, and academic progress.

Aside from the factor of need, the permissible loan limit is based on the length of residence. A student accrues loan eligibility at the rate of half tuition for each year in residence, which means a maximum of \$462.50 for the first year and \$925.00 for his second year, if he has not borrowed during his first year. If the loan recipient has any outstanding University bills (tuition, fees, Residential Halls) at the time the loan is granted, these expenses are deducted from the loan before any cash is paid to the student. Money borrowed from endowment or University funds is repaid at 4%, with interest accruing from the time the student leaves Cornell.

In cases where the award made by the School's Committee on Financial Awards does not cover the student's needs, a University loan to be applied against tuition may be offered the student as a supplement to the scholarship award. Upon both the recommendation of the Committee on Financial Awards and the approval of the University Commit-

tee on Student Aid, such a supplemental loan may be made up to a maximum of \$400 to an entering first-year student.

Limited loan funds are also available from Business and Public Administration, Inc., a nonprofit corporation governed by the faculty, alumni, and student members of its board of directors. Funds which have been accumulated by the corporation are administered and disbursed by this board in the form of graduate student aid. Application should be made to the Director of Student Affairs of this School, McGraw Hall.

The student in need of loan assistance should consult with either the Assistant Dean or the Director of Student Affairs of this School. If funds from Business and Public Administration, Inc., are not available, the student should discuss his problem with the financial counselor in the Office of the Dean of Men and Dean of Women, 142 Day Hall.

## PLACEMENT SERVICES

*STUDENT PLACEMENT*. . . While the School cannot accept responsibility for placing its graduates in suitable positions, it does make every effort to assist them in helping themselves. Each year Cornell University attracts to its campus, for participation in placement activities, one of the largest groups of representatives of business organizations and governmental agencies to come to any university. This is in part the result of the carefully organized nature of placement activities at Cornell.

The University maintains a full-time placement director and staff who coordinate the placement services of the University as a whole. In addition, each school and college, including the Graduate School of Business and Public Administration, maintains its own specialized placement office. The services are so coordinated that the interested student may easily find out about and take part in any placement interviews for which he may be qualified, whether they are held under the auspices of this or any other school or college of the University. In addition, a student may receive assistance in obtaining information regarding any concern or organization in which he is interested, in learning about interview and job placement procedures, in developing lists of potential employers when such employers do not send representatives to the campus, and in meeting the requirements of examinations for the many branches of the federal, state, and international civil services. Special services are available for women.

*UNIVERSITY TESTING AND SERVICE BUREAU AND THE VOCATIONAL GUIDANCE OFFICE*. . . The University Testing and Service Bureau has been authorized to carry on the following activities of interest to students: (1) the administration of scholastic and aptitude tests to individual students at the request of a member of the faculty or

an administrative officer of the University; and (2) the administration of special achievement tests to groups of students when requested by a faculty member or an administrative officer of the University.

Students of this School who are interested in utilizing the services of the Bureau for vocational or other testing purposes should consult first with the Director of Student Affairs of the Graduate School of Business and Public Administration or with one of the vocational guidance counselors in the office of the Dean of Men and the Dean of Women, Day Hall.

Remedial reading services are available from the Testing and Service Bureau, and interested students should consult with the Director of Student Affairs of this School. Graduate students should keep in mind that these services are normally available to them only during the spring term, as the services are limited to freshmen during the fall term.

## ALUMNI SERVICES

*ALUMNI PLACEMENT* . . . The placement services of this School and of Cornell University do not end with graduation. Alumni of this School are circularized each year by the School's placement director as to their employment preferences. The information thus obtained enables the School faculty, the placement director of this School, and the University's Director of Placement to handle to the best advantage of all concerned an increasing number of requests from industry for alumni of the School who have various specialized or general qualifications.

In addition, interested alumni of this School may utilize the unusually complete alumni placement services of the Director of Placement of the University, who maintains an office both in Day Hall in Ithaca and in the Cornell Club of New York City, at 107 East 48th Street. This service has grown so that it is now used annually by more than 2,000 alumni and approximately 800 employers. "Job Bulletins" are published semimonthly and are supplied to alumni who have registered with the Director of Placement. Other bulletins, such as the "Women's Job Bulletin" and the "Veterans' Bulletin," have been designed for specific placement purposes. These services are available to any Cornellian, whether or not he has obtained degrees from other institutions prior to coming to Cornell.

# ENTRANCE PROCEDURES

## ADMISSION REQUIREMENTS FOR THE M.B.A. OR M.P.A. DEGREE

**C**ONSIDERATION for admission to the Graduate School of Business and Public Administration as a candidate for one of the professional degrees is given to graduates of recognized colleges, universities, or technical schools in this country and abroad who hold a baccalaureate degree or its equivalent.

Starting with applications for admission for the fall term of 1958, a person who, in applying for admission to the Graduate School of Business and Public Administration, is applying to Cornell University for the first time must pay an application fee of \$10.00. This fee is payable to Cornell University; it need be paid only once, and it can serve as the application fee for admission to any division of the University in addition to this School. This fee is not refundable, and an application for admission will not be acted upon until it has been paid.

### ENTRANCE EXAMINATIONS

The School requires applicants for admission to the Master's degree program to take the Admission Test for Graduate Study in Business or the Graduate Record Examination in Government. Under justified circumstances, this requirement may be waived by the Committee on Admissions.

These examinations are administered periodically each year, usually four times, throughout the United States and in many major cities of the world. It is the responsibility of the applicant to arrange to take the appropriate examination, for which a moderate fee is charged. Inquiries about the examinations and applications for taking them should be addressed as soon as possible to the Educational Testing Service, 20 Nassau Street, Princeton, New Jersey. In some cases the necessary applications will be furnished by this School along with other admissions material.

Those who are interested primarily in business administration should take the Admission Test for Graduate Study in Business; those interested primarily in public administration should take the Graduate Record Examination in Government. Upon request of the applicant, the Educational Testing Service will send his score to this School.

The results of these tests will be used by the Admissions Committee as one of the criteria for admission to the School. It is not intended that the tests substitute for an adequate undergraduate college record, recommendations, or other background information. Rather, the tests provide additional objective information for evaluating the qualifications of applicants on a common basis.

#### ADMISSION STANDARDS

Applications for admission are acted upon only after a careful evaluation of all the information submitted by and on behalf of the candidate. Naturally, his over-all undergraduate academic record is of primary importance in indicating the degree of his ability to undertake graduate work in business or public administration. Important additional factors include indications of the applicant's intellectual development in the course of his undergraduate career, inherent ability as indicated by the entrance examinations mentioned above, extra-curricular activities, employment experience, comments of undergraduate faculty members and other persons, and indicated motivation for graduate work as a part of career development.

Although there are no particular undergraduate courses required of entering students, it is recommended that students planning to enter the School include in their undergraduate programs courses in economics and American government. Considering the relative specialization inherent in graduate work and—even more so—in professional work experience, candidates should endeavor to achieve as broad an education as their undergraduate curriculums will allow. In addition to economics and government, candidates should consider, among others, courses in such important areas as literature, philosophy, sociology, history, the classics, and mathematics. Undergraduate courses in business administration do not of themselves enhance a candidate's chances for admission, nor necessarily assure satisfactory academic performance at this School.

#### EXEMPTIONS

The Graduate School of Business and Public Administration permits a student to exempt certain specified required courses. Exemption from one or more of these courses is allowed only upon the student's successful completion of a written examination, of which there is one given for each exemptible subject during the first two weeks of the fall term. Such exemptions free the individual to take other courses appropriate to his Master's degree program, but they do not reduce the requirement of 62 credit hours. For further information, please refer to the section entitled "Course Programs."

## ADVANCED STANDING

Advanced standing toward the degrees of this School is not given for undergraduate work, except to a limited extent under double-registration programs described below. Advanced standing may be granted for *graduate* work completed elsewhere, up to a maximum of 15 credit hours. The granting of credit requires case-by-case consideration based on meeting the following criteria: (a) the courses for which advanced standing is requested must be of graduate level; (b) they must closely parallel work offered in this School; and (c) the student's performance must be satisfactory to the School's standards.

In addition, persons holding the baccalaureate degree who have had significant administrative experience in business or public administration may be granted advanced standing in certain fields of study upon showing adequate competence in such fields. Advanced-standing credit will be granted only during the first term after the student's arrival on the campus and only by petition to the faculty with the approval of the student's adviser.

## DOUBLE REGISTRATION—GENERAL REQUIREMENTS

A Cornell upperclassman in either a four- or five-year undergraduate program may apply to this School as a degree candidate any time during his third year. Admission is limited only to the Cornell undergraduate who, by virtue of his undergraduate record, intellectual and personal maturity, and sense of purpose, appears to be a particularly promising candidate for this School's graduate programs. Admission is a competitive accomplishment achieved by only the top-level student. If admitted, he may commence his work in this School no earlier than the beginning of his fourth undergraduate year. A five-year engineering student may apply for admission as a double registrant after either his third or fourth year.

The admission standards as outlined above are equally applicable to the double-registrant applicant, including the requirement that he take either the Admission Test for Graduate Study in Business or the Graduate Record Examination in Government. In addition, the double-registrant applicant must be interviewed by the Director of Student Affairs, another member of the Committee on Admissions, or another appropriate faculty member.

Double-registration applications are acted upon as a group. All applications for admission in September, 1958, must be submitted by March 29, 1958, complete with undergraduate transcripts including grades for the 1957 fall term, admission test scores, and two letters of reference. Application interviews must be completed by the same date. It is planned that applicants will be informed of the action taken on their applications by not later than May 1, 1958.

It is the applicant's responsibility to arrange with his undergraduate college office for approval of double registration when applying for admission to the Graduate School of Business and Public Administration. It is also his responsibility to be sure that undertaking work in this School will not prevent his fulfilling his undergraduate requirements.

Meeting requirements for both the baccalaureate and Master's degrees necessitates careful scheduling of required and elective courses prior to and during the period of double registration; therefore, double-registration applicants should give careful thought to planning their academic programs. Requests for information not available in this Announcement should be referred to the School's Administrative Office, B-21 McGraw Hall. If necessary, an appointment may be arranged with the Director of Student Affairs.

#### INTERVIEWS

Interviews are not normally required of prospective Master's degree students, except in the case of Cornell students applying for admission on a double-registration basis as noted above and in the case of other students whose admission may involve special problems.

#### ADMISSION OF NON-DEGREE CANDIDATES

The School accepts a very limited number of qualified students who, because of special circumstances (e.g., one year's leave of absence from employment, one-year fellowship for a foreign student), are not candidates for degrees. Admission standards and procedures are the same as for degree candidates.

#### ADMISSION FOR THE PH.D. DEGREE

See the section of this Announcement entitled "Degree Programs." Admission requirements and procedures for the Ph.D. degree are handled by and through the Office of the Graduate School.

#### ADMISSION PROCEDURE

Applicants for admission to Master's degree programs may obtain admission application forms from the Administrative Aide to the Dean, Graduate School of Business and Public Administration, McGraw Hall. The forms should be filled out carefully and returned to the Administrative Aide. In addition to completing the forms and arranging for the forwarding of test scores to this School, applicants must also submit transcripts of their undergraduate records, pay the \$10 application fee (if applying to Cornell for the first time) and arrange for the submission of letters of reference from two individuals, such as professors for undergraduate courses, who are capable of judging the applicant's capa-

bilities for graduate work. Except for double registrants, as noted above, applications for any particular academic year should be filed at the latest by June 1 preceding the fall term for which admission is sought. Although the School will receive applications after June 1, most available places may be filled prior to that date. Consequently, applicants should file applications as early as possible.

New students are admitted to the School only for the fall term which begins in September. Admission in February is not permitted because of the integrated and sequential nature of curriculum extending over a four-term period of two years.

Applicants are notified as promptly as possible of their acceptance or rejection; or, if special circumstances warrant, they are informed of when final action may be taken.

### REGISTRATION

As indicated in the section entitled "Student and Alumni Services," an orientation for new students is conducted during the week end prior to formal registration in the University and in the Graduate School of Business and Public Administration. New students entering this School in the fall of 1958 should plan to arrive in Ithaca by Friday, September 19, and should be prepared to take part in the orientation program on September 19 and 20. Registration for new students will take place on Monday, September 22.

Former students, including returning second-year students, will commence formal registration on Tuesday, September 23, 1958. All students should refer to the academic calendar at the front of this Announcement for further information concerning the dates of instruction.

Students who are registering at Cornell *for the first time* must (1) pay a registration fee of \$28, and (2) present a certificate of immunization to the Administrative Aide to the Dean of this School (see also "Health Requirements on Entrance" below).

Once a new student has been accepted by the School, and not later than the date of registration, he must supply the Administrative Aide to the Dean of the School with a small photograph of himself for the School's records.

### TUITION AND FEES

Tuition and fees in the Graduate School of Business and Public Administration for each term (there are two terms of sixteen weeks each in the normal academic year) are as follows:

Tuition .....	\$462.50
College and University General Fee .....	87.50
	<hr/>
	\$550.00

In addition to these term fees, new students must pay the \$28 fee as explained previously under "Registration." This fee covers matriculation charges and certain graduation expenses. Students who have previously matriculated at Cornell do not pay this fee.\*

For additional information about rules of payment at Cornell, see the *General Information Announcement* available from the Cornell University Announcements Office, Edmund Ezra Day Hall.

### VETERANS' BENEFITS

All veterans who expect to attend Cornell under the educational benefits provided by Public Laws 894 (Rehabilitation) and 550 (Korean G.I. Bill of Rights) must complete the necessary enrollment forms in the Treasurer's office in Day Hall at the time they register in the University. All inquiries relating to the use of Veterans Administration educational benefits at Cornell should be addressed to the nearest V.A. Regional Office.

### LIVING COSTS

Living costs cannot be stated with the same degree of certainty as regular University charges, since they depend to a great extent upon the individual's standard of living. Recent estimates indicate that men students spend between \$120 to \$180 a term for room; \$250 to \$320 a term for board. Laundry, done in Ithaca, may require \$30 to \$60 a term. For women, the fixed charge for board, room, and laundry in the dormitories is \$495.00 a term. Books, instruments, and other supplies will cost between \$30 and \$75 a term. Additional allowance must be made for clothing, travel, and incidentals. Experience indicates that total costs, including tuition, generally range between \$2200 and \$2400 for the full academic year for the single male student and between \$3100 and \$3400 for the married couple without children.

### HEALTH REQUIREMENTS ON ENTRANCE

The following health requirements for entering graduate students have been adopted by the Board of Trustees of Cornell University. The Board has also ruled that failure to fulfill these requirements will result in a recommendation to the Registrar that the student be denied the privilege of registering the following term. The responsibility for fulfilling these requirements rests upon the student.

1. *Immunization.* A satisfactory certificate of immunization against smallpox, on the form supplied by the University, must be submitted before registration. It will be accepted as satisfactory only if it certifies

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\*Tuition or fees may be changed by the Board of Trustees to take effect at any time without previous notice.

that within the last three years a successful vaccination has been performed. If this requirement cannot be fulfilled by the student's physician at home, opportunity for immunization will be offered by the Cornell medical staff during the student's first semester, with the cost to be borne by the student. If a student has been absent from the University for more than three years, immunity will be considered to have lapsed.

2. *X-ray*. Every student is required to have a chest X-ray. He may present a chest film, made by a private physician, on or before entering Cornell, provided that it was secured within six months of initial registration and is of acceptable quality. Otherwise, he may obtain the chest X-ray at the University during the registration period or his first semester; in that case the charge is included in the registration deposit and covers any necessary recheck films.

3. *Health history*. Personal health record forms will be sent to graduate students accepted for admission. Students are requested to answer all questions and return the forms to the Administrative Aide to the Dean by August 1.

*If a student has been away from the University for more than a year, items (2) and (3) will be required upon re-entrance.*

# COURSE REQUIREMENTS FOR THE M.B.A. AND THE M.P.A.

THE CURRICULUM of the School is based on the conviction that there is real need for common training in and reciprocal understanding between business and the public service. In either of these broad areas there is also a need for professional specialization.

To this end the courses in the School emphasize the interrelations between the management of business and the administration of public activities. But particular stress is given to a core of required courses which have been designed to provide in an integrated and coordinated manner the common essentials of good management and administration.

As indicated below, the great bulk of this core course of study is to be taken the first year, leaving the student relatively free to develop his more specialized interests during the second year.

## COURSE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

### FIRST YEAR

	<i>1st Term</i>	<i>2d Term</i>
100. Introduction to Administration .....	3	
101. Personnel Management .....		3
102. The American Economy* .....	3	
103. Managerial Economics .....		3
104. Finance .....		3
105. Introduction to Business Law* .....	3	
106. Marketing .....	3	
107. Production .....	3	
108. The Governmental Process* .....		3
110. Principles of Accounting* .....	3	
111. Managerial Accounting .....		3
510. Economic and Social Statistics* .....	3	or
		3

### SECOND YEAR

	<i>1st Term</i>		<i>2d Term</i>
200. Business Policy Formulation .....	3		
201. Information Sources in Administration† .....	2	or	2
202. Private Enterprise and Public Policy .....			3

\*Subject to exemption by examination within two weeks after registration date.

†To be taken the first year, exemption permitting.

*Concentration Programs in Business Administration*

In addition to completing the core curriculum outlined above, each student will fulfill the requirements of a concentration (to be determined no later than the beginning of the second year). The content of the student's concentration program shall be determined in consultation with his adviser after consideration of his background, interest, and abilities. Additional information is given in the next section entitled "Concentrations."

A minimum of 62 semester hours is required for graduation. The normal minimum and maximum of semester hours per term are 15 hours and 18 hours, respectively.

Concentrations for this degree are *accounting, agricultural management, business management, finance, hospital administration, managerial economics, marketing, personnel relations, production, transportation, and special*. See the next section entitled "Concentrations" for additional information about the concentrations.

Two accounting concentrations are offered—the *general* and the *professional*. Some modification of the above course requirements is permitted when necessary, to enable the student to fulfill the academic requirements for the C.P.A. certificate (New York). See the next section entitled "Concentrations."

The course requirements for the concentration in hospital administration differ from the above with respect to both the first and second years. See the next section entitled "Concentrations."

## COURSE REQUIREMENTS FOR THE DEGREE OF MASTER OF PUBLIC ADMINISTRATION

### FIRST YEAR

	<i>1st Term</i>	<i>2d Term</i>
100. Introduction to Administration .....	3	
101. Personnel Management .....		3
102. The American Economy* .....	3	
103. Managerial Economics .....		3
109. Governmental Accounting .....		3
110. Principles of Accounting* .....	3	
201. Information Sources in Administration .....	2	or 2
510. Economic and Social Statistics* .....	3	or 3
— Law (administrative or constitutional) .....	3	or 3

### SECOND YEAR

	<i>1st Term</i>	<i>2d Term</i>
202. Private Enterprise and Public Policy.....		3

\*Subject to exemption by examination within two weeks after registration date.

*Concentration Programs in Public Administration*

In addition to completing the core curriculum outlined above, each student will fulfill the requirements of a concentration (to be determined no later than the beginning of the second year). The content of the student's concentration program shall be determined in consultation with his adviser after consideration of his background, interest, and abilities.

A minimum of 62 semester hours is required for graduation. The normal minimum and maximum of semester hours per term are 15 hours and 18 hours, respectively.

Concentrations for this degree are *agricultural management, city management, finance, hospital administration, personnel relations, public management* (with general public administration, federal administration, and international and foreign operations options), *transportation, and special.*

The course requirements for the concentration in hospital administration differ slightly from the above with respect to both the first and second years. See the next section entitled "Concentrations."

The School's program in public administration is based upon the central role of government in modern life, the rise of the career public service, and the consequent increasing demand for trained public managers. Recognizing the fact that public administration both assumes substantive policy-making responsibilities and also undertakes primary responsibility for the processes of management, this School makes every effort to develop both the student's knowledge and competence in administration and his knowledge and understanding of public policy itself. While providing for a considerable amount of individual concentration, the program is nevertheless primarily concerned with the development of public administrators who are at home both with program problems and with the practicalities of day-to-day administrative activities.

The program is intended for students who aspire to careers in local, state, federal, or international agencies. It may also be designed for those who plan to work with private enterprise in the management of its relationships with government. Concentrations may be arranged in any one of these areas.

In view of the fact that the public service draws upon many professions, including law, engineering, accounting, public health, public welfare, agriculture, penology, and medicine, it is expected that students will come to the School with varying degrees of preparation and background in government and its administration. Because candidates from all these fields, as well as those with more general training, are encouraged to enroll, a particular effort is made to devise individual programs for each of the students. Examples of such individualized programs recently undertaken by M.P.A. students are programs in

resources management, Southeast Asian public administration, and public utilities.

### EXEMPTIONS

The School grants exemption from five of the required courses to those students who pass an exemption examination. These five courses are: 102, The American Economy; 105, Introduction to Business Law; 108, The Governmental Process; 110, Principles of Accounting; and ILR 510, Statistics. Students cannot obtain exemption from the other required courses. Exemption examinations are given during the first week of the semester.

Cornell students who were undergraduates at Cornell and who have had 110, Principles of Accounting; 111, Managerial Accounting; and 210, Statistics, can exempt the accounting and statistics requirements without examination. Foreign students can exempt 105, Introduction to Business Law, without examination.

In the case of double registrants from the College of Agriculture and the College of Engineering, and in the case of students undertaking the combined program of this School and the Law School, additional special provisions concerning exemptions and other course program matters apply as the result of the development of joint programs by the schools concerned. See the "Special Master's Degree Programs" in the section on "Degree Programs" for further information concerning these special procedures, the full details of which will be supplied, on request, by the Administrative Aide to the Dean of this School, Room B-21, McGraw Hall.

## CONCENTRATIONS

THE CONCENTRATIONS in which individual students may specialize are listed in alphabetical order below, together with the degree program to which they apply. The content of the student's concentration program shall be determined in consultation with his adviser. Special programs may be arranged for qualified students, and the regulations governing such concentrations may be found in part under the section entitled "Degree Programs" and in part under the *special* concentration heading at the end of this section. Both the student and the adviser should keep in mind that a minimum of 62 semester hours is required for graduation.

### ACCOUNTING (M.B.A. DEGREE)

A student may pursue either of two *accounting* concentrations depending on his vocational aim. The first may be designated *general* and is designed to fit the student for a position in the accounting department of a business or a governmental agency; the second, the *professional*, is designed to prepare the student for a career in public accounting and fulfills the academic requirements for the Certified Public Accountant certificate in New York State.

*THE GENERAL ACCOUNTING PROGRAM . . .* The general accounting concentration is flexible, depending on the student's preparation prior to entering the School and his proposed vocational objective.

*THE PROFESSIONAL ACCOUNTING PROGRAM . . .* Because of the complicated nature of certain requirements for the Certified Public Accountant certificate, the student contemplating the professional accounting program should consult with a member of the accounting staff at the earliest possible date prior to or immediately after initial registration. However, this much may be said here—the New York State Education Department requires applicants to any part of the examination in certified public accountancy to have been graduated from a college offering an accounting curriculum registered by the State Education Department and to have completed the following courses and credit hours: liberal arts, 48; business subjects, 60 (including accounting, 24; law, 8; finance, 8; economics, 6; and other business subjects, 14); and electives, 12. These requirements may be met by combining undergraduate work with the work offered in this School; but before

this School will certify that a student has completed the above curriculum, it will require submission of official records in evidence thereof. Students who have not completed these requirements will not be certified to the New York State Education Department.

A student who plans to fulfill the academic requirements for the C.P.A. certificate (New York) should elect BPA 109, Governmental Accounting, and must complete the following program of courses in addition to BPA 300 and 301, Advanced Accounting:

	<i>1st Term</i>	<i>2d Term</i>
105. Introduction to Business Law .....	3	
302. Cost Accounting .....	3	
303. Cost and Budgetary Control .....		3
305. Tax Accounting .....		3
307. Auditing Procedure .....	3	
308. Law of Commercial Transactions .....		3
309. Law of Business Associations .....	3	

The professional *accounting* concentration requires adherence to a very rigid schedule during the student's two years in the School. Students should decide at the end of the first semester of the first year whether they wish to take the professional *accounting* concentration. In special cases, professional accounting students may be allowed to substitute other courses for BPA 108 and 202.

*ACCOUNTING INTERNSHIPS*...For students with outstanding records, accounting internships may be arranged during their second year of study. Internships involve approximately six weeks of work—for which students are reimbursed at approximately the rate for junior accountants—during the winter months with cooperating public accounting firms.

## AGRICULTURAL MANAGEMENT (M.B.A. or M.P.A. Degree)

This concentration is designed especially for students who have completed undergraduate programs in agriculture at Cornell or elsewhere, and who wish to pursue work in the fundamentals of business and public administration together with advanced study in *agricultural management*. For this purpose this School and the College of Agriculture have combined their resources. There are substantial opportunities in the agricultural industries and in governmental agencies dealing with agriculture for persons possessing this combined background.

*THE PROGRAM IN MANAGEMENT OF AGRICULTURAL INDUSTRIES*...Since the start of the school year of 1956-1957, an expanded special program—within the *agricultural management* concentration—has been offered. This program consists of appropriate introductory work both in this School and the Cornell College of Agri-

culture, followed by BPA 325, Seminar in the Management of Agricultural Industries, and related advanced work chosen with the approval of the student's adviser.

#### *OTHER PROGRAMS IN AGRICULTURAL MANAGEMENT...*

In addition to the above, programs may be arranged—also within the *agricultural management concentration*—in the following fields of study: Management of Agricultural Cooperatives, Agricultural Credit Administration, Agricultural Marketing, Governmental Agricultural Policy and Administration, and Resources Management. The potential combination of courses offered in this School and in the College of Agriculture that would satisfy the objectives in each of these special fields is too great to permit elaboration in this Announcement. More detailed information will be supplied on request by the Administrative Aide to the Dean of this School.

#### *SPECIAL PROVISIONS FOR STUDENTS IN THE CORNELL COLLEGE OF AGRICULTURE...*

A fourth-year student registered in the College of Agriculture may be admitted without the formality of double registration provided he files and obtains acceptance of his application by the School with the approval of his College. The fourth-year work of such a student, taken in conformity with an approved program, will be accepted in satisfaction of the first 30 credit hours of the total of 62 credit hours necessary for the Master's degree in business or public administration. In this approved fourth-year program, the faculty of the College of Agriculture permits its students to count toward their social studies requirement up to 9 hours from courses in business and public administration, except courses in statistics and accounting.

In the student's fifth year, he should first plan to take such common core courses as are required during the second-year program (see the previous section of this Announcement) of all prospective M.B.A. or M.P.A. candidates. Of his remaining semester hours (normally at least 18) in that same year, at least one-half will normally be taken in the Graduate School of Business and Public Administration, and the remainder will generally be taken from work at the graduate level offered in the College of Agriculture. Programs will be worked out with the advice of a Joint Advisory Committee of the two schools to best promote the student's career prospects in his chosen field. Such fields may include any of those outlined above.

#### BUSINESS MANAGEMENT (M.B.A. Degree)

The program in *business management* is offered in recognition of the high premium which modern business places upon the skills of organizing, planning, coordinating, directing, supervising, analyzing, and evaluating. The growth in size of business enterprises, their com-

plexity and specialization, the necessity for rapid and continuous adaptation in policies and methods, the recent trends toward decentralization in both decision-making and operations—all place new emphasis upon the over-all knowledge and skills and upon the staff activities assisting in coordination and control. The concentration in business management will stress the administrative process as such, particularly in its policy-making and in its unifying and coordinating functions.

The business management program is arranged to meet the needs of those students who look toward general rather than specialized careers, those who expect to operate businesses of their own, and those who are interested in such positions as staff assistants, management consultants, or general supervisors. The program is also designed for those students who prefer not to choose a field of specialization but to prepare themselves, through fundamental training, to assume responsibility and leadership in any business field in which they later find opportunities. Course suggestions for the student's consideration are listed below.

	<i>1st Term</i>	<i>2d Term</i>
200. Business Policy Formulation .....	3	
350. Small Business Management .....		3
351. Comparative Business Administration .....	3	
352. Advanced Business Management .....		3
375. Development of the American Economy and Business Enterprise .....	3	
500. Human Relations in Administration .....	3	
900. Management Surveys: Organization and Methods.....		3
Collective Bargaining, Mediation, and Arbitration (ILR 500) .....	3	or 3

### CITY MANAGEMENT (M.P.A. Degree)

A concentration in *city management* is offered for the student who is preparing for a career service as a professional city manager, or a chief administrative officer, and who comes preferably with an undergraduate background in engineering, economics, government, or business administration.

A student electing this concentration will pursue during his first year substantially the same basic program as other students but with the option of two or three additional courses. In the second year he can select from a wide range of courses offered in this School, the College of Architecture, the College of Engineering, and the Law School. A typical second-year program will include six hours in BPA 553, Municipal Finance Administration, and BPA 554, Seminar in Municipal Government and Administration, three hours of BPA 202, Private Enterprise and Public Policy, and a minimum of 21 additional hours. Courses which should receive the student's consideration are listed below.

	<i>1st Term</i>	<i>2d Term</i>
108. The Governmental Process .....	3	
109. Governmental Accounting .....	3	
428. Governmental Fiscal Management .....		3
430. Investment in Government Securities .....		3
501. Seminar in Public Personnel Administration .....		3
528. Procurement .....	3	
550. State Administration .....		3
553. Municipal Finance Administration .....	3	
554. Seminar in Municipal Government and Administration ..		3
900. Management Surveys: Organization and Methods .....		3
Principles of City and Regional Planning (Arch. 710) ..	3	
Traffic Engineering (Eng. 2620) .....	3	
Public Health and Community Sanitation (Eng. 2509) ....		3
City Planning Practice (Arch. 711) .....		3
Municipal Sanitation (Eng. 2532) .....	3	
Planning Administration (Arch. 716) .....		2
Planning and Zoning Law (Arch. 717) .....		2
Public Problems in Urban Land Use (Arch. 715) .....	2	
Seminar in City and Regional Planning (Arch. 714) .....	2	
Housing (Arch. 713) .....		2
History of City Planning (Arch. 700) .....		3
Taxation (Agr. Econ. 138) .....	3	

### FINANCE (M.B.A. or M.P.A. Degree)

The administration of financial affairs in business and government plays a critically important role in administration. It is essential, therefore, that the student of administrative processes possess a broad understanding of the function of finance, its mechanisms, and the operation of the financial system. Moreover, considering the intricate interrelationships between business and government in the realm of finance, it is equally essential that all students of finance understand something of the problems of both business finance and government finance. The two programs outlined below are designed to promote such understanding, while at the same time allowing adequate specialization for those planning for careers in either business or government.

*THE BUSINESS FINANCE PROGRAM (M.B.A.)* . . . The program in *business finance* presents an integrated treatment of the operational aspects of business and investment finance, the functions of financial institutions and capital markets, and the basic economic and legal framework of financial organization. It is designed to meet the needs of students who look forward to specialized careers in the financial management of business and to careers in commercial, savings, and investment banking, financial counseling, and investment management. Students taking the *business finance* concentration should consider the following courses:

	<i>1st Term</i>	<i>2d Term</i>
104. Finance .....		3
305. Tax Accounting .....		3
306. Financial Accounting .....	3	
425. Analysis of American Industries (4 hours) .....	2	and 2
426. Financial Management .....	3	
427. Investment Management .....		3
429. Financial Institutions and Capital Markets .....	3	
430. Investment in Government Securities .....		3
431. Public Utilities .....	3	

*THE PUBLIC FINANCE PROGRAM (M.P.A.)*...Specialization is offered in *public finance administration* for those planning careers as financial consultants or management counselors working with public bodies. High-caliber, well-trained specialists are needed at all levels of government. This functional field includes a wide range of related areas: public budgeting, governmental accounting and auditing, purchasing, debt administration, inventory and property controls, tax administration, and financial reporting.

A student preparing in this area should elect second-year work, with the approval of his adviser, from among the following courses:

	<i>1st Term</i>	<i>2d Term</i>
109. Governmental Accounting .....	3	
302. Cost Accounting .....	3	
305. Tax Accounting .....		3
306. Financial Accounting .....	3	
426. Financial Management .....	3	
427. Investment Management .....		3
428. Governmental Fiscal Management .....		3
429. Financial Institutions and Capital Markets .....	3	
430. Investment in Government Securities .....		3
528. Procurement .....	3	
Taxation (Agr. Econ. 138) .....	3	
Federal Public Finance (Econ. 502) .....		3
Public Finance (Econ. 575) .....		3
National Income and Wealth (Econ. 309) .....	3	
Money, Currency, and Banking (Econ. 203-204) .....	3	3
Financial History of the United States (Econ. 231).....	3	

## HOSPITAL ADMINISTRATION

(M.B.A. or M.P.A. Degree)

The concentration in *hospital administration*, combined with the core work in general administration and business practice, is designed to prepare the student for a career in hospital administration or related activity, operating under voluntary, governmental, or proprietary auspices.

Admission to this concentration is restricted, and is based upon motivation and personal qualifications as well as academic achievement. Previous experience in hospitals or related agencies is not a requirement.

The general plan of this concentration is based on two years of work in residence, including short periods of field training.

*THE PROGRAM IN RESIDENCE...* The work in residence involves satisfactory completion of the courses which are listed below, subject to faculty policy on exemptions. The student may qualify for either the Master of Business Administration or the Master of Public Administration degree, in accordance with his interests and career aims.

### M.B.A. DEGREE PROGRAM

#### First Year

	<i>1st Term</i>	<i>2d Term</i>
100. Introduction to Administration .....	3	
101. Personnel Management .....		3
102. The American Economy .....	3	
104. Finance .....		3
105. Introduction to Business Law .....	3	
108. The Governmental Process .....		3
110. Principles of Accounting .....	3	
111. Managerial Accounting .....		3
115. Health Needs and Services .....	3	
116. The Hospital in Modern Society .....		3
528. Procurement .....		3
Economic and Social Statistics (ILR 510).....	3	
	—	—
	18	18

#### Second Year

200. Business Policy Formulation .....		3
201. Information Sources in Administration .....	2	
202. Private Enterprise and Public Policy .....		3
450. Principles of Hospital Operation I.....	3	
451. Principles of Hospital Operation II.....		3
452. Orientation to Clinical Medicine .....	3	
453. Business and Legal Aspects of Hospital Administration...		3
454. Policy and Planning in Hospitals and Health Agencies..		3
Electives .....	7	
	—	—
	15	15

### M.P.A. DEGREE PROGRAM

#### First Year

	<i>1st Term</i>	<i>2d Term</i>
100. Introduction to Administration .....	3	
101. Personnel Management .....		3
102. The American Economy .....	3	
103. Managerial Economics .....		3
109. Governmental Accounting .....		3
110. Principles of Accounting .....	3	
115. Health Needs and Services .....	3	
116. The Hospital in Modern Society .....		3
201. Information Sources in Administration .....	2	

	<i>1st Term</i>	<i>2d Term</i>
Economic and Social Statistics (ILR 510).....	3	
Electives .....	—	6
	17	18

*Second Year*

202. Private Enterprise and Public Policy .....		3
450. Principles of Hospital Operation I.....	3	
451. Principles of Hospital Operation II .....		3
452. Orientation to Clinical Medicine .....	3	
453. Business and Legal Aspects of Hospital Administration		3
454. Policy and Planning in Hospitals and Health Agencies		3
Administrative or Constitutional Law .....	3	
Electives .....	6	3
	15	15

M.P.A. ELECTIVES

	<i>1st Term</i>	<i>2d Term</i>
Three courses (9 credits) to be selected from this list:		
108. The Governmental Process .....	3	
428. Governmental Fiscal Management .....		3
501. Seminar in Public Personnel Administration .....		3
528. Procurement .....	3	
550. State Administration .....		3
552. Comparative Public Administration .....		3
553. Municipal Finance Administration .....	3	
554. Seminar in Municipal Government and Administration..		3
555. Seminar in Federal Administration .....	3	
556. Seminar in Public Administration .....	3	
557. Seminar in Military Management .....		3
900. Management Surveys: Organization and Methods.....		3
Public Health and Community Sanitation (Engineering 2509) .....		3

*FIELD TRAINING*...Supplementing the academic work are several types of field experience designed to reinforce the understanding of administrative principles and hospital practice. These are as follows:

I. *Pre-Entrance Hospital Assignment*. It is recommended that students accepted for degree work in the *hospital administration* program who do not present a record of hospital employment undertake a temporary position or learning experience in a hospital during the summer prior to entrance. Assistance is given in effecting placement for such experience, which provides a valuable base of reference for the meaningful reception of course material by the student. Board and room may be furnished, but remuneration is subject entirely to the type of experience arranged for. The Sloan Institute faculty maintains close contact with the hospital administrator who accepts the student.

II. *Hospital Visits*. For the investigation of various aspects of hospital operation and administration in conjunction with course work,

students make periodic visits to hospitals in the region surrounding Ithaca on an individual basis, for credit. Active exploration of restricted spheres is characteristic of these field trips. The students' findings are fed into special reports and seminars. Faculty and hospital officials jointly supervise this experience.

III. *Summer Apprenticeship.* During a period of two to three months between the academic years, the student is normally assigned to a selected hospital administrator for intensive guidance in administrative practice. He visits board and medical staff meetings and attends department head conferences and similar functions. He makes directed investigations and analyses, observes administrative behavior, and probes areas of individual interest. Opportunity is provided for frequent contacts with patients. Previous hospital experience will shape the disposition of this time. Preceptors work closely with faculty members in evaluating student needs and progress. Board and room are provided, the question of stipend being subject to the particular arrangement made.

IV. *Postgraduate In-Service Training.* It is a premise of the Sloan Institute program that additional training in details of hospital operation is necessary after completion of the two-year academic period. The broad background in administrative theory, business practice, the health field and professions, and hospital administration fundamentals must be coupled with a postgraduate, practical experience of high quality lasting at least two or three years, as modified by previous hospital work. This period corresponds, in general, to the initial training phase for junior executives which is common in industry. Arrangements for such paid employment normally will be made under the guidance of the Sloan Institute staff. Whereas completion of such experience follows the award of the Master's degree, and is not a requirement, the graduate will be strongly urged to enter into such an understanding for the predetermined period.

*FURTHER INFORMATION.* . . . See also the first section of this publication concerning the Sloan Institute of Hospital Administration. For further details, write to the Director of the Sloan Institute in care of this School.

### MANAGERIAL ECONOMICS (M.B.A. Degree)

This concentration is designed for students interested in professional careers in economics in industry and government. Increasing opportunities for such careers are developing among the staffs of large industrial corporations, banks, insurance companies, merchandising firms, and foreign-trade organizations as well as within many departments of federal and state government.

The program is designed to enable the student to acquire some competence in the analysis of economic affairs. More particularly, the

student may expect to be concerned with such matters as forecasts of general business conditions; analyses of the economic position of particular industries or segments of the economy, trends in material and component prices, trends in money supply and interest rates, and the economic impact of governmental policies; the production of data essential for the development of marketing price structures; the study of special foreign economic situations; and the development of other types of studies which are greatly aided by a knowledge of economic and statistical theory, data, and techniques.

For students to undertake this program some undergraduate work in economics, particularly in economic theory, is considered almost essential. If a student has an inadequate undergraduate foundation in economics, he should plan to remedy this deficiency by taking as extra work one or more suitable courses during his first year in this School.

The subject matter of BPA 103, Managerial Economics, and BPA 202, Private Enterprise and Public Policy, both of which are required of all students, is relevant to this concentration. In addition, a student should plan to take work selected with the guidance of his adviser from the following:

	<i>1st Term</i>	<i>2d Term</i>
375. Development of the American Economy and Business Enterprise .....	3	
376. Business Policy and Economic Instability.....	3	
377. Competitive Behavior and Public Policy .....		3
378. Business Forecasting .....	3	
425. Analysis of American Industries (4 hours).....	2	and 2
429. Financial Institutions and Capital Markets .....	3	
476. Marketing Research .....		3
Graduate Seminars in Economics .....	3	3

### MARKETING (M.B.A. Degree)

The responsibilities of the marketing sector of the economy are to encourage the consumption of goods and services and to provide for the orderly movement of these commodities through productive stages to ultimate consumption. The tremendous productive capacity of this country and the growing flow of new products from technical laboratories underline the importance of these responsibilities. Management defines markets, strengthens the sales organization and distributive channel in order to reach these markets, plans and administers promotional programs, and maintains close watch of customer requirements and competitor strategy to guide it in establishing pricing and product development policies.

The *marketing* concentration has been designed for students planning to accept positions in manufacturing sales organizations, retailing and wholesaling firms, and specialized facilitating agencies. Emphasis is placed upon current developments in the field, the close relationship between marketing and government and between marketing and other

activities of the business enterprise, and the need for revising policies and methods to meet changing conditions. Course suggestions for the student's consideration are listed below:

	<i>1st Term</i>	<i>2d Term</i>
350. Small Business Management .....		3
351. Comparative Business Administration .....	3	
376. Business Policy and Economic Instability .....	3	
377. Competitive Behavior and Public Policy .....		3
378. Business Forecasting .....	3	
475. Sales Management .....		3
476. Marketing Research .....		3
477. Retailing .....	3	
478. Advertising Management .....	3	
479. Foreign Marketing .....		3
480. Marketing Seminar .....		3
500. Human Relations in Administration .....	3	
528. Procurement .....	3	
901. Administrative Applications of High Speed Computers..		3

## PERSONNEL MANAGEMENT (M.B.A. or M.P.A. Degree)

This concentration in *personnel management* is designed for students who are interested in the policies and methods developed by business and public agencies for dealing with the people who work for them. The selection, compensation, and training of personnel and the development of man-power resources is one of the most important and difficult tasks of the modern manager. The personnel function in all large enterprises now requires the skill of a professional staff. Personnel managers and their assistants have steadily acquired higher status and broader influence as labor costs, labor relations, and the problems of maximizing production through improved management and motivation have become more important concerns of management.

In addition to increased opportunities for staff personnel specialists in business and government, line officials, including top management, are finding more and more need for knowledge of personnel management in getting results through others.

The requirements for this concentration can be fulfilled by a program of courses selected with the approval of a student's adviser. Consideration will be given to the student's educational background, experience, and interests.

*Personnel management* courses and seminars in the School include Personnel Management and Human Relations 101, Human Relations in Administration 500, Seminar in Public Personnel Administration 501, Seminar in Business and Industrial Personnel 502, and Seminar in Personnel Management 503. Additional courses are available from among the wide range of graduate courses in or related to personnel management in other divisions of the University, and especially in the

School of Industrial and Labor Relations. For example, courses for graduate credit are available in labor union history and administration, industrial training, labor market economics, industrial psychology, selection and placement, collective bargaining, social security, wage and salary administration, job analysis, and human relations.

### PRODUCTION (M.B.A. Degree)

The organization and management of productive effort has been a constant challenge to business administrators since the beginning of the Industrial Revolution. During the last fifty years the rate of change in productive activity has accelerated rapidly. Dramatic progress has been made on the technical front as evidenced by the steady increase in worker productivity, culminating currently in such developments as automation and the use of electronic computers. The rise of the scientific management movement has marked an equally noteworthy development in the management of the technical aspects of production. At the same time the increasingly intricate relationships of government to productive processes have meant that more and more public administrators, particularly those involved in civil-military activities, are finding knowledge of productive processes essential.

Dramatic though these developments have been, there is a growing realization that the scientific management approach must be modified in order to meet more effectively the complex problems of today. First, we must find ways of integrating the findings of research in the human-relations area into the techniques of scientific management. In the second place, we need to develop more adequate methods of analysis and evaluation so as to improve the quality of production management decisions. Third, ways must be found for more effectively relating decisions in this area to the total administrative process involving the other major divisions of the enterprise. Finally, in order to deal competently with the increasing complexity of production decisions in the social, economic, and political climate in which business operates, it is important that we develop approaches that will be useful in this broader frame of reference.

Consequently, throughout the concentration in *production*, attention is focused on the importance of human relations, on the improvement of decision-making ability, and on the development of a broader point of view with respect to marketing, finance, accounting, and other internal activities on the one hand, and external influences on the other. Emphasis is placed on the development of administrative rather than technical abilities. Subject matter has been chosen with a view toward developing concepts and approaches which will be useful in the productive phase of any activity whether in a factory, a bank, a retail store, a clerical department, or from the point of view of the

administration or control of production activities in military or civil public administration.

### PUBLIC MANAGEMENT (M.P.A.)

The *public management* concentration is designed for those who wish a broad understanding of public administration such as might be appropriate for students desiring to enter the public service through the Federal Service Entrance Examination, the New York State Public Administration Internships Examination, and the Foreign Service Examination, as well as for those planning to enter the joint program in administration and law, described elsewhere in this Announcement. This concentration is also suitable for a student with undergraduate training in a technical subject such as engineering.

The *public management* program is based upon the administrative foundation laid in the first year of core work and will provide the student with more advanced, though still broadly oriented, work in program operations of governmental institutions at the international, federal, state, or local levels as well as advanced work in the important functional and supporting areas of personnel and civil service procedures, public budgeting and fiscal management, and organization and methods work. Those who wish to emphasize a particular institutional framework may wish to consider either the federal or the international administration options within this concentration, or the city management concentration described elsewhere.

Students in the *public management* concentration would be expected to follow a program consisting of a combination of (1) course work in certain general functional areas such as personnel and finance, together with (2) course work in the operations of one or more levels of government. Therefore, while combinations of relevant work other than those listed below may be taken with the approval of the student's adviser, it is recommended that the student plan to complete, during his first and second year, the following courses as well as appropriate work in one of the three options outlined immediately below this listing:

	<i>1st Term</i>	<i>2d Term</i>
428. Governmental Fiscal Management .....		3
501. Seminar in Public Personnel Administration .....		3
556. Seminar in Public Administration .....	3	
900. Management Surveys: Organization and Methods .....		3

**GENERAL PUBLIC ADMINISTRATION OPTION** . . . Students wishing to continue in a broad approach to public administration will, in addition to the course work outlined above, normally complete at least 9 hours selected from among Course 550, State Administration; Course 551, International Administration and Foreign Operations; Course 552, Comparative Public Administration; Course 553, Muni-

pal Finance Administration; Course 554, Seminar in Municipal Government and Administration; and Course 555, Seminar in Federal Administration.

*FEDERAL ADMINISTRATION OPTION.* . . . In addition to the four courses outlined above, this option normally involves completion of Course 555, Seminar in Federal Administration, together with 6 hours of additional work selected with the approval of the student's adviser. Such work may be selected from among, for example, Course 430, Investment in Government Securities; Course 557, Seminar in Military Management and Civil-Military Relations; Courses 575-576, Transportation; Course 901, Administrative Applications of High-Speed Computers; Course 902, Seminar in Organizational Behavior; Govt. 216, The American Presidency; Agr. Econ. 138, Taxation; Agr. Econ. 502, Federal Public Finance; or Soc. 304, Bureaucratic Organizations.

*INTERNATIONAL AND FOREIGN OPERATIONS OPTION.* . . . In addition to the four courses outlined above, this option normally involves completion of Course 551, International Administration and Foreign Operations, together with 6 hours of additional work selected with the approval of the student's adviser. Such work may be selected from among, for example, Course 351, Comparative Business Administration; Course 552, Comparative Public Administration; Course 902, Seminar in Organizational Behavior; Soc. 304, Bureaucratic Organizations; course work in international economics in the Department of Economics in the College of Arts and Sciences; work in comparative government and political theory or international law and politics in the Department of Government in the College of Arts and Sciences; work in comparative labor relations and social legislation in the School of Industrial and Labor Relations; or appropriate work in the Department of Sociology and Anthropology in the College of Arts and Sciences.

*OTHER POSSIBILITIES.* . . . The student may, of course, use his elective hours to supplement either the breadth or depth of his administrative understanding. In so doing, he is encouraged to consider relevant work oriented toward business administration as well as public administration. This is particularly recommended for those anticipating careers in the regulatory commissions or other agencies having close relationships with the industrial, commercial, or agricultural communities. In addition, the student may wish to consider supplementary work in economics either in this School or in the Department of Economics in the College of Arts and Sciences, or appropriate advanced work elsewhere in the University.

For more specialized programs in public administration the student should consider the opportunities outlined under the concentration headings of Agricultural Management, City Management, Finance, Hospital Administration, Personnel Relations, and Transportation.

In addition, under the "Special" concentration heading, it is possible for the mature student to take advantage of unusual combinations of work available through both this School and other Cornell educational units and to develop an integrated program tailored to his special interests. All these programs may be designed so that advanced work at the doctoral level is also facilitated.

### TRANSPORTATION (M.B.A. or M.P.A. Degree)

This concentration is designed to meet the needs of students interested in careers in the transportation industries, in the management of the transportation activities of industrial and commercial enterprises, and in the public regulation and operation of transportation. In accordance with the general policy of the School a student entering this concentration will pursue during the first year the same core program as other students.

For the M.B.A. degree, suggested courses of the second year are as follows:

	<i>1st Term</i>	<i>2d Term</i>
200. Business Policy Formulation .....	3	
308. Law of Commercial Transactions .....		3
431. Public Utilities .....	3	
575. Transportation .....	3	
576. Transportation .....		3
577. Transportation Seminar .....		3

For the M.P.A. degree, a student will take work in public administration and administrative law, some of which may be taken in lieu of courses indicated above.

### SPECIAL (M.B.A. or M.P.A. Degree)

In appropriate circumstances, a second-year student will be permitted to complete a *special* concentration under the supervision and guidance of a faculty committee. Such a special concentration, for example, might be worked out in resources management or in economic and business history.

A special concentration will normally include from 15 to 21 hours of work during the second year, in addition to the required hours of second-year core courses. These 15 to 21 hours may include approved courses in this School or elsewhere in the University, special reading or research courses, and possibly a research project to be carried out in the field. The program will be devised to fit the needs of the student and the requirements of the selected field of study. Satisfactory performance may be tested by special reports and general examinations (oral and written) as well as by course records. Credit allowed for work accomplished outside formal scheduled courses will be determined by the faculty committee as approved by the Dean.

# DESCRIPTION OF COURSES

**I**N ADDITION to the courses listed below, many appropriate courses given in other divisions of the University are open to students in the School. The wide range of work offered at Cornell University makes it possible for students in the School to elect courses bearing directly on special areas of student interest such as economics, government, labor relations, production management, agricultural problems, and food and nutrition.

A numerical index of courses is given at the end of this section.

## ACCOUNTING

109. *GOVERNMENTAL ACCOUNTING*. First term. Credit three hours. MR. HILLHOUSE.

Governmental accounting contrasted with commercial and institutional accounting; problems in fund and budgetary accounting; analysis of state and municipal financial statements for managerial and for investment purposes; accounting for municipal utilities; cost accounting in public management; developments in federal accounting; problems in federal accounting. *Prerequisite*: Accounting 111, 111S, or consent of instructor.

110. *PRINCIPLES OF ACCOUNTING*. First term. Credit three hours. Messrs. THOMAS and BIERMAN.

Development of principles and procedures underlying financial statements. Emphasis is directed to the development and use of figures for managerial use.

110S. *PRINCIPLES OF ACCOUNTING*. First term. Credit three hours. MR. SHANNON.

Analytical development of principles and procedures underlying financial statements—the accounting cycle. Primary emphasis is directed to the analysis of business transactions and the financial information afforded thereby.

111 and 111S. *MANAGERIAL ACCOUNTING*. Second term. Credit three hours. MESSRS. THOMAS, BIERMAN, and HAMPTON.

Accounting for managerial control; cost planning; inventory valuation, job order, process, and standard cost procedures; budgeting; corporate accounting; consolidated statements; fund sources and applications; introduction to fund accounting for governmental units. *Prerequisite*: Accounting 110 or equivalent.

300. *ADVANCED ACCOUNTING*. First term. Credit three hours. MR. HAMPTON.

Problems of income determination and allocation; the admission, valuation, and presentation of each typical asset and equity element in a balance sheet and the related revenue and expense aspects; analysis and interpretation of financial statements according to varying philosophies; special topics—sinking funds, special reserves, and operating schedules. *Prerequisite*: Accounting 111, 111S, or equivalent.

301. *ADVANCED ACCOUNTING*. Second term. Credit three hours. MR. HAMPTON.

Accounting for partnerships; consignments; branch and home office relationships; insurance; consolidated statements; foreign exchange; estates and trusts; reorganizations; realization and liquidation proceedings. *Prerequisite*: Accounting 300.

302. *COST ACCOUNTING*. First term. Credit three hours. MR. BIERMAN.

Basic cost classifications and records; analysis of manufacturing cost components—material, labor, and burden. Job order and process cost systems. Introduction to standard costs. Cost reports for management. *Prerequisite*: Accounting 111, 111S, or equivalent.

303. *COST AND BUDGETARY CONTROL*. Second term. Credit three hours. MR. BIERMAN.

The use of budgets and cost analyses to aid management to minimize manufacturing, distribution, and administrative costs. Particular emphasis is given to standard cost systems and flexible budgets as tools for cost control. *Prerequisite*: Accounting 302.

304. *ACCOUNTING THEORY*. First term. Credit three hours. MR. BIERMAN.

Accounting concepts and procedures with emphasis on the definition and determination of periodic income. Particular emphasis is given to the measurement of revenue, the absorption of costs, and the shifting price level. *Prerequisite*: Accounting 111, 111S, or its equivalent.

305. *TAX ACCOUNTING*. Second term. Credit three hours. MR. SHANNON.

Federal income tax provisions and procedures are emphasized; problems of computing gross income, deductions, credits against net income, and tax liability; preparation of tax returns; special taxes—social security, corporate, estate, and excise taxes; comparison of commercial accounting practices and tax accounting provisions. *Prerequisite*: Accounting 111, 111S, or equivalent.

[306. *FINANCIAL ACCOUNTING*. First term. Credit three hours. MR. HOLMES.

Examinations of the principles, rules, and conventions underlying the construction of financial statements, including consolidated statements, with particular view to providing an understanding of the possibilities and limitations of financial statement analysis. Financial reporting practices and the techniques of statement analysis will be stressed. Attention will be given to the financial reporting requirements of security regulation agencies. *Prerequisite*: Accounting 111, 111S, or its equivalent. *Will not be offered in 1958-1959.*]

307. *AUDITING PROCEDURE*. First term. Credit three hours. MR. HAMPTON.

Investigation of systems of internal control; types of audits; audit procedures; the audit report and auditor's certificate; A.I.A. statements of auditing standards; application of principles in practice case. *Prerequisite*: Accounting 300.

### ADMINISTRATIVE PROCESS

100. *INTRODUCTION TO ADMINISTRATION*. First term. Credit three hours. MESSRS. PRESTHUS and WHITE.

Study of the structures and practices common to governmental, business, hospital, and other large-scale enterprises. Primary emphasis is placed upon policy formation; management of financial, personnel, and material resources, and problems of direction, communication, and coordination. The "administrative process" through which these functions are accomplished is emphasized. A common body of knowledge and concepts with which the more specialized courses in business and public administration may be approached is provided. Each subject is presented through the descriptive literature of the field and is illustrated by selected case materials drawn from business and public enterprise.

900. *MANAGEMENT SURVEYS: ORGANIZATION AND METHODS*. Second term. Credit three hours. MR. VAN RIPER.

Concerns the problem of evaluating the effectiveness of the organization and procedures of an established enterprise or governmental agency and of recommending

improvements—from the standpoint of the outside consultant, of the comptroller, of the systems and procedures analyst, or of a study group working from within the organization. Consideration is given to such matters as approaches to the measurement of efficiency, the organization of management surveys, survey techniques, organization analysis, procedural analysis, work flow and work distribution analysis (especially in clerical operations), work measurement above the level of the individual worker, and the formulation, selling, and carrying out of recommendations. *Prerequisite:* Course 100 and, for first-year students, permission of the instructor.

901. *ADMINISTRATIVE APPLICATIONS OF HIGH-SPEED COMPUTERS*. Second term. Credit three hours. MR. DALE and others.

The application of high-speed electronic computers to administrative problems. Familiarization with computing machines in the Cornell Computing Center and others as available. Lectures and case materials will concern such topics as analysis of administrative-data handling problems, the current use of computers in business and government, the place of the computing facility in the organizational structure, the economics of high-speed computation, and the impact of automatic information on decision-making. *Prerequisite:* Course 100 and consent of the instructor.

902. *SEMINAR IN ORGANIZATIONAL BEHAVIOR*. Second term. Credit three hours. MR. GORE.

Analysis of the processes by which objectives and resources are allocated and effort is integrated in large-scale organizations. Emphasis is placed on the consequences for coordination of various patterns of direction, control, communication, and decision-making. Theoretical materials and the results of empirical research are compared. *Prerequisite:* Course 100 and consent of the instructor.

*BUREAUCRATIC ORGANIZATIONS* (Soc. 304). Second term. Credit three hours. MR. PRESTHUS.

The twofold objective is to familiarize the student with administrative behavior and with sociological methods of analyzing administrative organizations. Bureaucratic development in different types of organizations, such as corporations, factories, and unions as well as governmental agencies. Implications of bureaucratic structure for the members of an organization, for the public it deals with, and for the democratic society in which it prevails. *Prerequisite:* Course 100 or consent of the instructor.

*THE ADMINISTRATIVE PROCESS* (Govt. 237). First term. Credit three hours. MR. DOTSON.

An examination of the administrative process in legal terms. An investigation of elements of administrative law, the powers, procedures, and liabilities of administrative officers and agencies. Case materials employed throughout the course.

## AGRICULTURAL MANAGEMENT

325. *SEMINAR IN MANAGEMENT OF AGRICULTURAL INDUSTRIES*. First term. Credit three hours.

For the advanced study of selected problems of administration and management in industries processing farm products or manufacturing and distributing farm supplies and equipment. Individual and group research projects are emphasized. *Prerequisite:* Course 100.

*ADMINISTRATION OF PUBLIC AGRICULTURAL PROGRAMS* (Agr. Econ. 237). Second term. Credit two hours. MR. LUTZ.

An examination of existing governmental organization for administering and financing public agricultural programs; a study of some problems of administration and finance, including organization of agencies, management of personnel, budgetary management, interagency relationships (federal, state, and local), and relationships

among federal, state, and local levels of government. Agricultural Economics 130 or one or more courses in government and public administration are desirable but not required before taking this course.

### BUSINESS MANAGEMENT

200. *BUSINESS POLICY FORMULATION*. First term. Credit three hours. MR. GILMORE.

Designed, through the use of the case method, to acquaint the student with major executive problems in various industries and with responsibilities of top management in connection therewith. In this process, training is provided in the diagnosis of current problems and in the formulation of sound administrative policies and practices. Important topics considered include sizing up a company's situation; defining objectives; building and maintaining an administrative organization to carry out plans; and reappraising objectives and policies in the light of changing conditions. *Prerequisite*: Course 100.

350. *SMALL BUSINESS MANAGEMENT*. Second term. Credit three hours. MR. DALE.

A study of the problems and areas of strength inherent in the relative position of the smaller enterprise. The means of minimizing the smaller firm's disadvantages and maximizing its advantages are considered in the following areas: general management, finance, technology, marketing, and cyclical risk. The major considerations in initiating an enterprise are explored. The study of small business case histories is a principal vehicle for accomplishing the objectives of the course. Throughout the course, the student relates the general considerations to a particular small business enterprise. *Prerequisite*: Course 100.

351. *COMPARATIVE BUSINESS ADMINISTRATION*. First term. Credit three hours. MR. DALE.

Comparative study of top management ideology and organization in major industrial countries; application of administration to foreign companies and subsidiaries and branches of United States companies; historical study of the international management movement. *Prerequisite*: Course 100.

352. *ADVANCED BUSINESS MANAGEMENT*. Second term. Credit three hours. MR. DALE.

An advanced course in which the primary topics of study will be (1) the mechanics of management—a re-examination of management principles and their application and study of the process of management; (2) the dynamics of management—the impact of personality on business decisions; and (3) the economics of management—especially the quantification of data for managerial decisions. *Prerequisite*: Course 100.

[431. *PUBLIC UTILITIES*. First term. Credit three hours. MR. HOLMES.

The purpose is to acquaint the student with the problems of government and business in the relatively large segment of our economy encompassed by the privately owned public utility industries, especially the electric, gas, and telephone companies. Topics will include the history and present status of rate control by federal and state regulatory bodies, the Holding Company Act of 1935 and corporate reorganizations thereunder, accounting systems, financial structures, problems of growth, and certain unique characteristics of public utilities such as cost patterns, the necessity for long-range budgeting, and government competition. *Prerequisite*: Course 110. *Will not be offered in 1958-1959.*]

### ECONOMICS AND POLICY

102. *THE AMERICAN ECONOMY*. First term. Credit three hours. MR. SHEPPARD.

Particular attention is given to the nature of those forces contributing to the

maintenance of high levels of employment and prosperity, and to those causing periodic economic dislocation. Emphasis is placed also on the effects of changing monetary and fiscal policies on the business sector of the economy, and the tools and techniques required by the businessman to appraise the impact of such changes.

103. *MANAGERIAL ECONOMICS*. Second term. Credit three hours. MESSRS. DE CHAZEAU and SMIDT.

Emphasis is placed on identification of policy issues, recognition of alternatives, and the selection and analysis of economic, accounting, and financial data as a guide in decision-making and policy formulation in a business firm or public agency. Particular attention is given to such management problems as risk assumption, product development, marketing and promotional policy, pricing, cost control, and capital budgeting in the competitive situation of the firm. Class discussion is supplemented by case analyses. Students with inadequate training in economics must be prepared to do additional background reading.

202. *PRIVATE ENTERPRISE AND PUBLIC POLICY IN THE MODERN ECONOMY*. Second term. Credit three hours. MR. HUTCHINS.

An integrating course dealing with the interrelations of business enterprise and public policy. The course of the American economy since 1920 will be traced, and the impact of boom, depression, and World Wars analyzed. The evolution of public policies will be discussed with respect to such matters as inland transportation, ocean shipping, industrial organization, agricultural marketing, distribution and the channels of trade, commercial banking, long-term capital flow, and taxation. The histories of particular business enterprises will be analyzed, particularly with respect to their contributions to the public welfare. Conversely, attention will be given to the impact of particular laws and public administrative activities on business enterprise. Policies, both public and private, will be analyzed to determine their probable contributions to the development of national strength, individual economic welfare, and the climate of public opinion. Lectures, cases, and discussions. *Open only to second year students.*

375. *DEVELOPMENT OF THE AMERICAN ECONOMY AND BUSINESS ENTERPRISE*. First term. Credit three hours. MR. HUTCHINS.

A study of the development of significant features of the modern economy and of modern business. Attention is particularly focused on the period 1750-1920. European developments of significance to the United States are discussed. Against the general economic background careful study is given to selected case studies illustrating business organization, policy, and practice of the time. The features and concepts of public economic policy are studied, in part by the case method.

376. *BUSINESS POLICY AND ECONOMIC INSTABILITY*. First term. Credit three hours. MR. DE CHAZEAU.

A study of problems posed by national employment objectives for our private enterprise system. Government monetary-fiscal policies, existing and proposed, are studied from the viewpoint of the nation's economic accounts, the known characteristics of business fluctuations, and the mutual requirements of business and government policy formulation. Particular attention is given to the impact of public action on business policy and to securing business action contributory to economic stability. *Prerequisite:* Course 103 or its equivalent.

377. *COMPETITIVE BEHAVIOR AND PUBLIC POLICY*. Second term. Credit three hours. MR. DE CHAZEAU.

A study of competitive behavior in market structures importantly affected by large corporate units and organized self-interest groups. Particular attention is given to the determination of public interest in the formulation and administration of the law as applied to business policies and business organization. The possibilities of workable competition are explored from the viewpoint of practicable public policy

and of the essential requirements of efficient performance in a dynamic society.  
*Prerequisite:* Course 376.

378. *BUSINESS FORECASTING*. First term. Credit three hours. MR. SMIDT.

The primary objective is to develop in students the skills and knowledge needed to prepare economic forecasts. Consideration will be given to the forecasting of important general economic indicators such as Gross National Product and its major components, and to the analysis of demand and supply situations in specific industries. Long-term projections of up to thirty years will be considered, as well as the more usual short-term forecasts for a quarter or a year ahead. The student will be expected to familiarize himself with the current and past behavior of important times series and to prepare specific forecasts. *Prerequisite:* Course 103 or consent of instructor.

## FINANCE

104. *FINANCE*. Second term. Credit three hours. MESSRS. NILSSON and HOLMES.

An introduction to the principles and practices of finance and their application in business and public administration. The uses of financial instruments, problems of short-term and capital financing, methods of security distribution, financial expansion and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed. Considerable attention will be given to the methods of financing current operations and to the financial problems of small business. The regulatory aspects of government financial controls are discussed.

425. *ANALYSIS OF AMERICAN INDUSTRIES*. Throughout the year. Credit four hours, two in each term. MR. DE CHAZEAU.

Emphasis is placed on individual and cooperative research in the economic, technological, and institutional factors that govern the growth and development of industries and the long-run prospects of firms within them. Meeting three hours a week during the first part of the fall term, the class will analyze two basic industries and selected firms within them with a focus on the problems likely to be encountered in such research. The class will then disband while students, individually or in groups of two, conduct their own research on industries and firms, chosen with the approval of the instructor, and prepare a comparative written analysis of the long-term investment prospects of their selected firms. Industries chosen for analysis will generally be restricted to the manufacturing field. Final papers will be submitted during the second month of the spring term. Thereafter, each student will defend his analysis against the critical appraisal of the class, again meeting three hours a week. The class will be held responsible for a general knowledge and critical appraisal of all industries covered and of their relations to the economy as a whole. During the interim research period, the instructor will be available for conferences as desired on research projects. Credit will not be given in this course for less than the two terms of work. *Prerequisite:* Course 103 or equivalent.

426. *FINANCIAL MANAGEMENT*. First term. Credit three hours. MR. NILSSON.

A study of the financial management of corporations viewed principally from the position of the corporate financial officer. Based largely on the study of cases, the course focuses attention on the organization and operating problems involved in corporate financial administration. Selected problems on promotion financing, planning of capital structure, securities issuance, mergers and consolidations, and reorganization under the federal Bankruptcy Act are considered. Instruments of long-term finance and security devices are studied in detail. Problems of working capital management, methods of budgetary control, and financial planning in relation to reserve, surplus, and dividend policies are given considerable attention. The impact of federal government regulations on corporate financial policy will be fully discussed. *Prerequisite:* Course 104.

427. *INVESTMENT MANAGEMENT*. Second term. Credit three hours. MR. NILSSON.

The fundamentals of investment analysis and management, designed primarily for students planning entry into the fields of investment banking and institutional investment. Methods of security analysis, the uses of technical aids in investment analysis, and policies governing the management of investment funds, private and institutional, are studied in detail. Other topics include the organization and functioning of underwriting firms, methods of security distribution, the operation of security markets, brokerage activities, investment counseling, and investment trust management. Considerable attention will be given to the regulatory activities of the federal Securities and Exchange Commission. *Prerequisite:* Course 104.

428. *GOVERNMENTAL FISCAL MANAGEMENT*. Second term. Credit three hours. MR. HILLHOUSE.

An advanced course in fiscal management on local, state, and federal levels, including the formulation and use of the budget as a planning and control instrument, governmental auditing, purchasing methods, related aspects of fiscal management, and the investment approach to government obligations. *Prerequisite:* Course 100.

429. *FINANCIAL INSTITUTIONS AND CAPITAL MARKETS*. First term. Credit three hours. MR. NILSSON.

A study of the place and functions of financial institutions in our business economy and the operation of money and capital markets. Emphasis will be placed on financial policy problems involved in the operation of commercial banks, savings institutions, insurance companies, and other financial institutions. Selected topics include the mechanics of the money market, the structure of capital markets, security portfolio management, the impact of Treasury policies on interest rates and capital markets, and government lending institutions. *Prerequisite:* Course 104.

430. *INVESTMENT IN GOVERNMENT SECURITIES*. Second term. Credit three hours. MR. HILLHOUSE. Offered alternate years. To be given in 1958-1959.

The investment merits and problems of state, municipal, and special-district securities (both tax-supported and revenue bonds); public-authority bonds; and obligations of the United States government are emphasized. Special attention is given to the organization of the over-the-counter market for municipals and governments; analysis of government financial statements and use of supplemental data, including commercial credit ratings; and investment portfolio management where bank, insurance trust, or corporate retirement funds are concentrated in public securities. *Prerequisite:* Course 104 or 428.

*TAXATION* (Agr. Econ. 138). First term. Credit three hours. MR. KENDRICK.

A study of the principles and practices of public finance, with emphasis on taxation. Among the topics examined are growth of public expenditures; the changing pattern of federal, state, and local taxation; the incidence of taxation; and fiscal policy.

*FEDERAL PUBLIC FINANCE* (Econ. 502). Second term. Credit three hours. MR. KENDRICK.

An examination of national problems of taxation, expenditures, public debt, and fiscal policy.

104S. *THE CORPORATION*. Second term. Credit three hours. MR. HOLMES.

Exploring of selected questions pertaining to the corporation, among which are: Why and how have corporations become important? Who owns them? Who controls them? How are they financed? How does the government enter the picture, particularly with respect to financing? What is the role of the investment banker? Of the securities exchanges? What is our tax structure and its significance in relation to corporate activity?

*Offered specifically for students in the School of Industrial and Labor Relations. Not open to M.B.A. and M.P.A. candidates.*

## HOSPITAL ADMINISTRATION

115. *HEALTH NEEDS AND SERVICES*. First term. Credit three hours.

This survey course reviews the nature of health and disease in the individual and the mass. It undertakes a study of medical practice from the aspects of education, specialization, organization, ethics, and hospital relationships, forming a basis for the prospective hospital administrator's association with staff physicians and various medical practice units. Attention also is given to the functions, education, and ethics of nursing and other paramedical professions. The principal public and voluntary agencies in the health field are considered, with emphasis on the avenues of cooperation between such agencies and hospitals.

116. *THE HOSPITAL IN MODERN SOCIETY*. Second term. Credit three hours.

A review of the historical development, basic functions, and trends in the role of the hospital, as well as the various auspices under which hospitals are operated. Study of the clinical function extends to a consideration of the hospital's responsibilities in chronic disease and other medico-social problems. The concepts of preventive medicine, rehabilitation, and special community services, and their implementation, are developed. The role of the hospital in education and research is explored. Hospital costs (and how they are met by the public under varying conditions) are examined. The requirements of community provision for long-term care are examined from these several aspects.

450. *PRINCIPLES OF HOSPITAL OPERATION I*. First term. Credit three hours.

An analysis of the components of the typical hospital organization and their interrelationships. The basic responsibilities and functioning of the hospital board are examined. The role of the hospital administrator as both counselor and executive in implementing these responsibilities and the general nature of his activities are considered. The organization and functioning of the medical staff, its officers, clinical departments and committees, and staff relationships with the board, administrator, and hospital personnel are analyzed. The status of radiologists, pathologists, and other specialists standing in similar relationship to the hospital is reviewed.

451. *PRINCIPLES OF HOSPITAL OPERATION II*. Second term. Credit three hours.

A continuation of Course 450, introducing the student to the basic general hospital departments: general nursing, admitting, social service, operating room, anesthesia, obstetrical and nursery, physical medicine and rehabilitation, pharmacy, central supply, inhalation therapy, outpatient, x-ray, laboratory, medical records, dietary, housekeeping and laundry, and plant operation and maintenance. This systematic review stresses the essential responsibilities of the hospital departments, their basic organization and principles of operation.

452. *ORIENTATION TO CLINICAL MEDICINE*. First term. Credit three hours.

An outline of some of the procedures used by physicians in the diagnosis and treatment of disease within the major specialties, with emphasis on the contribution of the hospital to patient care through the environment, specialized personnel, equipment and supplies, and administrative action. The requirements of pediatric, geriatric, disturbed, and other special classes of patients are studied. Trends in clinical medicine with a present or potential impact on hospital administration and facilities are discussed. A familiarity with common medical terminology is a by-product of this course.

453. *BUSINESS AND LEGAL ASPECTS OF HOSPITAL ADMINISTRATION*. Second term. Credit three hours.

Devoted primarily to the special aspects of business administration encountered in the hospital setting, and to legal considerations in hospital and medical services. Among the business topics are hospital statistics, the standardized chart of accounts,

per diem costs, hospital cost analysis, the administration of rates and charges, and special applications of procurement principles. The introduction to hospital law includes such topics as evidence, liability for injury, confidential communications, consent, contracts, and board control of medical care.

454. *POLICY AND PLANNING IN HOSPITALS AND OTHER HEALTH AGENCIES*. Second term. Credit three hours.

Largely through the medium of case discussions, seminars, and student reports, this course provides practice in the development of sound policies for hospitals and other health agencies, thus synthesizing elements of both general and specialized aspects of the total curriculum. Topics are drawn from such areas as personnel administration, medical care patterns, hospital and health agency programs, communication and teaching in the hospital organization, and public relations for hospitals and health agencies.

## LAW

105. *INTRODUCTION TO BUSINESS LAW*. First term. Credit three hours. MR. PASLEY.

A general introduction to the law governing business transactions, with emphasis on the fundamental principles of contracts, agency, negotiable instruments, sales and business associations.

308. *LAW OF COMMERCIAL TRANSACTIONS*. Second term. Credit three hours. MR. SHANNON.

Extended study of these fields of law: contracts, negotiable instruments, sales of personal property, security transactions and related problems. Case method of study is used. *Prerequisite*: Course 105.

309. *LAW OF BUSINESS ASSOCIATIONS*. First term. Credit three hours. MR. SHANNON.

Extended study of these fields of law: agency and business associations, property, bankruptcy, and related fields of law. Case method of study is used. *Prerequisite*: Course 105.

*CONSTITUTIONAL LAW*. First term. Credit three hours. MR. MACDONALD.

Given in the Law School. A study of judicial interpretation of the Constitution of the United States. Principal attention is given to the commerce power and to the due process and equal protection provisions of the Fourteenth Amendment. Other topics include the federal power to tax and spend, the Bill of Rights, and some of the constitutional law elements of procedure.

*CONSTITUTIONAL LAW: THE AMERICAN FEDERAL SYSTEM* (Govt. 241). First term. Credit three hours. MR. WESTIN.

Judicial interpretation of the Constitution; the nature of judicial review; separation of government powers; relations between state and national governments; construction of national powers.

*CONSTITUTIONAL LAW: FUNDAMENTAL RIGHTS AND IMMUNITIES* (Govt. 242). Second term. Credit three hours. MR. WESTIN.

Privileges and immunities of citizenship; protection of civil and political rights; the obligation of contracts; due process of law and the equal protection of the laws.

*ADMINISTRATIVE LAW*. Second term. Credit three hours. MR. FREEMAN.

Given in the Law School. A discussion of the law applicable to determinations involving private rights made by bodies other than the courts. A study of the theory of the separation of powers and of the functions of the three branches of government. The course is centered upon the nature of the various powers over private rights granted to nonjudicial bodies; the nature of the proceeding before such bodies; the

manner of the determination of the issue, including executive discretion; and the nature of the control exercised by the courts over such determinations.

*THE ADMINISTRATIVE PROCESS* (Govt. 237). First term. Credit three hours. Mr. DOTSON.

For course description, see the section entitled "Administrative Process."

## MARKETING

106. *MARKETING*. First term. Credit three hours. MESSRS. RATHMELL and SMIDT.

A study of the policies and principles governing the distribution of goods from producers to consumers and of the functions performed by the various types of distributive agencies involved. The case method is employed, and the management point of view is emphasized. Special attention is given to governmental rules and regulations affecting marketing activities. Among topics considered are the nature and scope of marketing problems; merchandising; the influence of buyers and consumers on marketing programs; channels of distribution, including an analysis of wholesale and retail agencies; and marketing costs, efficiency, and trends.

475. *SALES MANAGEMENT*. Second term. Credit three hours. MR. RATHMELL.

An analysis of the problems facing marketing management in formulating sales policy and in managing the sales organization. Coordination of personal selling with the other marketing and nonmarketing activities of the firm is stressed. Detailed consideration is given to product and market planning; sales department organization and sales territories; selection, training, compensation, stimulation, and control of salesmen; control of selling costs. Cases devoted to practices of representative companies are examined and appraised. *Prerequisite*: Course 106.

476. *MARKETING RESEARCH*. Second term. Credit three hours. MR. SMIDT.

The techniques of marketing research are emphasized with major consideration being given to the determination of research objectives and the procedures involved in conducting marketing investigations. While the applications of marketing research receive special attention, the extensive utility of this management tool beyond the usual market survey approach is stressed. Participation in a group project enables the student to apply his knowledge of the subject. *Prerequisites*: Course 106 and Statistics.

477. *RETAILING*. First term. Credit three hours. MR. RATHMELL.

A study of the retail distribution structure and of the problems involved in successful store operation under current conditions. Among the important topics considered are trends in retailing; store location and layout; buying, merchandise control and pricing policies; store organization and personnel; advertising, personal selling, and customer services (including credit); store operation, accounting, and finance. Term projects supplement classroom work. *Prerequisite*: Course 106.

478. *ADVERTISING MANAGEMENT*. First term. Credit three hours. MR. RATHMELL.

An appraisal of advertising as a management tool in the marketing of consumer and industrial goods. Among the topics treated are research as a basis for defining advertising objectives; determination and control of the advertising appropriation; selection of media; measuring advertising effectiveness; and coordination and integration of advertising with other sales activities. Important case histories are analyzed, and social and economic aspects of the subject are stressed. *Prerequisite*: Course 106.

479. *FOREIGN MARKETING*. Second term. Credit three hours.

A study of management problems encountered by manufacturers serving foreign markets. Among the problems to be considered are determination of market charac-

teristics; organizing for distribution; establishment of productive capacity; branch and assembly plant operations; material and purchase-part policies; labor problems; capital control and transfer; and management control. Representative national markets from the several continental regions will be used for illustration. Particular emphasis will be given to large-scale foreign enterprises. *Prerequisite:* Course 106.

480. *MARKETING SEMINAR*. Second term. Credit three hours. MR. RATHMELL.

A consideration of important current problems in the field of marketing together with an appraisal of their economic and social significance. In addition to research in particular areas of interest, students are required to evaluate the contributions of various writers to marketing literature. Special attention is given to current developments in marketing theory. Oral and written reports constitute an integral part of the course. *Prerequisite:* Course 106.

## PERSONNEL AND HUMAN RELATIONS

101. *PERSONNEL MANAGEMENT AND HUMAN RELATIONS*. First and second terms. Credit three hours for one term only. MR. BROOKS.

A basic graduate course covering the principal personnel functions, the organization for personnel administration, and the relationship of personnel to other administrative functions. Industrial personnel problems are emphasized, though some attention is given to personnel problems in governmental and other types of administration.

*Note:* First-term course given primarily for second-year students and students planning to concentrate in personnel management; second-term course given primarily for first-year students.

500. *HUMAN RELATIONS IN ADMINISTRATION*. First term. Credit three hours. MR. VAN RIPER.

Administrative activity in a number of environments in terms of the human relationships involved. Human-relations aspects of problems stemming from individual differences, social and cultural differences, resistance to change, worker participation in administration, supervision and leadership, discipline, communications, controls, incentive systems, and organization are studied. Some attention is also paid to human-relations research and its meaning for modern management in both industry and government. Case materials are extensively utilized. *Prerequisite:* Course 100.

501. *SEMINAR IN PUBLIC PERSONNEL ADMINISTRATION*. Second term. Credit three hours. MR. FLASH.

Organization and operation of public personnel systems in the United States, including the essentials of personnel policy and a systematic consideration of techniques of employment, training, classification, compensation, and employee relations; employee organizations. *Prerequisite:* Course 100 or permission of the instructor.

502. *SEMINAR IN BUSINESS AND INDUSTRIAL PERSONNEL*. First term. Credit three hours. MR. BROOKS.

For the advanced study of selected areas of personnel administration. Individual and group research projects are emphasized. In addition, readings, case studies, and discussions with guest speakers are utilized. *Prerequisite:* Courses 100 and 101 or equivalent.

503. *SEMINAR IN PERSONNEL MANAGEMENT*. Second term. Credit three hours. MR. BROOKS.

Research seminar with individual and group projects.

*COLLECTIVE BARGAINING* (ILR 500). First and second terms. Credit three hours for one term only. MRS. MCKELVEY.

A comprehensive study of collective bargaining with special emphasis given to legislation pertinent to collective-bargaining activities as well as to the techniques and procedures of bargaining and to the important substantive issues that come up in negotiation and administration of the collective agreement. Attention is also given to problems of handling and settling industrial controversy.

*(The above course listings, with one exception, include only the personnel courses offered by members of the faculty of this School. For additional listings of personnel or related courses, many of which are open to and appropriate for students of this School, see especially the offerings of the School of Industrial and Labor Relations as well as appropriate courses in the Departments of Economics, Psychology, and Sociology and Anthropology in the College of Arts and Sciences and in the School of Education.)*

## PRODUCTION

107. *PRODUCTION*. First term. Credit three hours. MR. GILMORE.

The importance of basing administrative decisions in the production area on a knowledge of operating problems and difficulties is stressed. During the first part of the course, the basic techniques and concepts encountered in managing the production phase of business are introduced, such as interpreting product design specifications, planning production processes, choosing between process alternatives, organizing the work place, and determining production standards as a basis for effective control of production operations in terms of quality, cost, and quantity. During the latter portion of the subject, such production management functions as process analysis and organization, the control of production operations, incentive wages and wage administration are explored. Attention is focused on decision making within this broad framework.

525. *FACTORY MANAGEMENT*. First term. Credit three hours. MR. GILMORE.

Factory management problems in a variety of industrial situations. Case problems have been drawn from such areas as cost reduction, inspection, plant layout, production planning and control, supervision and management. Situations calling for decisions at levels ranging from the foreman to the vice-president in charge of manufacturing are considered. Emphasis is placed on operating rather than policy issues. *Prerequisite*: Course 107 or equivalent.

526. *MANUFACTURING POLICY DETERMINATION*. Second term. Credit three hours. MR. GILMORE.

The importance of basing manufacturing policy decisions on an understanding of the operating characteristics of the company as a whole and the economic and technological characteristics of the industry is stressed. To this end, manufacturing processes and industry statistical data are studied as a basis for consideration of manufacturing-policy case problems in such industries as steel, textiles, petroleum, plastics, electronics, and furniture. *Prerequisite*: Course 107 or equivalent.

527. *MANUFACTURING ANALYSIS*. Second term. Credit three hours. MR. GILMORE.

An intensive analysis of a limited number of current, live, unsolved manufacturing problems in which executives of the companies from which the problems are drawn actively participate. Emphasis is placed on the development of questions as a basis for assembling the data necessary for adequate analysis. This course provides an opportunity for decision making in depth. *Prerequisite*: Course 107 or equivalent, or consent of the instructor.

528. *PROCUREMENT*. First term. Credit three hours. MR. GILMORE.

A study of industrial purchasing organization and practices and governmental relationships thereto. Topics include quality determination, inventory control, source

selection, competitive bidding, pricing policies, forward buying, make or buy decisions, plant acquisition and replacement, and the use of procurement budgets. Cases are used with emphasis being placed upon situational analysis and application of basic procurement principles.

## PUBLIC MANAGEMENT

108. *THE GOVERNMENTAL PROCESS*. First term. Credit three hours. MR. VAN RIPER.

An analysis of American government from the standpoint of the administrator who must concern himself with politics on behalf of his organization or company. Emphasis is placed on pressure groups, the political process underlying governmental action, the basic organizational structure of government at various levels, and the problem of political power.

[428. *GOVERNMENTAL FISCAL MANAGEMENT*. First term. Credit three hours. MR. HILLHOUSE.

Advanced course in fiscal management at the federal level, including the formulation and use of the budget as a planning and control instrument, governmental auditing, purchasing methods, debt administration, and related aspects of fiscal management. *Prerequisite*: Course 100. *Will not be offered in 1958-1959.*]

550. *STATE ADMINISTRATION*. Second term. Credit three hours. MR. BURTON.

Critical analysis of American state administration with principal reference to the conduct of central management functions and the problems associated with the performance of the major state administrative activities such as public welfare, hospital administration, public works programs, prison management, etc. *Prerequisite*: Course 100.

551. *INTERNATIONAL ADMINISTRATION AND FOREIGN OPERATIONS*. Second term. Credit three hours. MR. PRESTHUS.

An analysis of the organization and procedures of agencies of the U.S. government, the United Nations, and selected *ad hoc* international bodies. The seminar is intended primarily for students electing the international and foreign operations option and for those whose work will bring them into contact with agencies having international responsibilities. *Prerequisite*: Course 100.

552. *COMPARATIVE PUBLIC ADMINISTRATION*. Second term. Credit three hours. MR. PRESTHUS.

An analysis of the administrative process in selected foreign and American governments. Attention will be given to the differences between Western and Eastern cultures and the impact of these upon administration. *Prerequisite*: Course 100 and some work in comparative government, comparative law, or comparative economic organization.

553. *MUNICIPAL FINANCE ADMINISTRATION*. First term. Credit three hours. MR. HILLHOUSE.

This course concentrates upon the major financial problems of cities and the relevant procedures. Among the areas studied are program and performance budgeting, capital budgeting, assessments, revenues, financial controls, reporting, debt administration, and state and local fiscal relationships. *Prerequisite*: Course 100.

554. *SEMINAR IN MUNICIPAL GOVERNMENT AND ADMINISTRATION*. Second term. Credit three hours. MR. HILLHOUSE.

An analysis of the administrative processes in American municipal government with emphasis upon applications in both large and small cities. The areas studied depend upon the interests and needs of the students. The course includes general background material but also places heavy reliance upon problems and case materials. *Prerequisite*: Course 100.

555. *SEMINAR IN FEDERAL ADMINISTRATION*. First term. Credit three hours. MR. GORE.

Analysis of major administrative problems of the national government, including the administrative role of the President; reorganization; the civil service and personnel management; regulatory administration; and the emergence of the administrative state. *Prerequisite*: Course 100.

556. *SEMINAR IN PUBLIC ADMINISTRATION*. First term. Credit three hours. MR. VAN RIPER.

The purpose is to develop an understanding of and point of view toward some of the major problems of the public administrator. Topics considered may vary from year to year, depending upon the needs and interests of the students, and may involve such problems as loyalty and security, codes of ethics for public servants, centralization and decentralization, reorganization, intergovernmental relations, trends in administrative theory, legislative-executive relationships, state-local relations, etc. *Prerequisite*: Course 100 or consent of the instructor.

[557. *SEMINAR IN MILITARY MANAGEMENT AND CIVIL-MILITARY RELATIONS*. Second term. Credit three hours. MR. VAN RIPER.

Designed to acquaint the student with certain of the principal types of military administrative and managerial problems, particularly those which have the most effect upon private industry and the civilian governmental establishment. Subject matter varies from year to year but may include such subjects as program planning, procurement and supply, manpower utilization, organization of the military departments, line-staff relationships, civilian control of the military establishment, etc. *Prerequisite*: Course 100 and consent of the instructor. *Will not be offered in 1958-1959.*]

*PROBLEMS IN PUBLIC ADMINISTRATION* (Agr. Econ. 236). First term. Credit three hours. MR. LUTZ.

Attention is given to a number of problems in public administration, with special reference to New York, including state and local planning, personnel administration, financial administration, and administrative organization.

### SPECIAL STUDIES AND RESEARCH

010. *DIRECTED READING AND RESEARCH*. Either term. Credit hours adjusted to the work load. Supervision of selected staff member.

Individualized reading, research, and reports in fields of special interest in either business or public administration. Registration is permitted second-year students only on approval of the student's adviser, the faculty member involved, and the Dean.

201. *INFORMATION SOURCES IN ADMINISTRATION*. First and second terms. Credit two hours for one term only. MR. WASSERMAN.

An introduction to the wide range of published and nonpublished sources of management information, with the emphasis upon an appraisal of key publications and bibliographical tools. Training is offered in the methods and techniques of locating factual, authoritative data on the administrative process and the specialized subject fields, and means are suggested for interpreting and applying the information toward the solution of specific problems.

903. *RESEARCH IN BUSINESS AND PUBLIC ADMINISTRATION*. Second term. Credit two hours. MR. WASSERMAN.

The objective is to provide a survey of research techniques, requisite bibliographic sources, and practice in the methods of presenting individual research findings. Attention will be directed, insofar as possible, upon specific areas of interest and

potential research goals of the individual student. *Prerequisite:* Course 201, or permission of the instructor.

*METHODS OF RESEARCH IN THE BEHAVIORAL SCIENCES* (Soc. 201). Fall term. Credit three hours. MR. SUCHMAN.

An introductory overview of the main methodological issues entailed in the planning and execution of empirical research in the social sciences or in the critical evaluation of research reported in the literature. The emphasis will be on the level of research design and strategy rather than research techniques or tactics. Open to upperclassmen and graduate students.

*INTRODUCTION TO THE PHILOSOPHY OF SOCIAL SCIENCE* (Phil. 328). Second term. Credit three hours. MR. BLACK.

Critical analysis of scientific methods as applied to the social sciences. Study of such topics as causality, theory making, concept formation, hypothesis, and measurement. Application of these concepts to concrete materials drawn from social science research. Open to upperclassmen and graduate students.

*(There is a wide range of both generalized and specialized work in research methods, techniques, and concepts available throughout the University. Offerings vary from special courses in the scientific method and research techniques of the social sciences in general to special work in methods of research in particular problems, functions, and institutions.)*

## STATISTICS AND MATHEMATICS

*ECONOMIC AND SOCIAL STATISTICS* (ILR 510). First and second terms. Credit three hours either term.

A nonmathematical course for graduate students in the social studies without previous training in statistical method. Emphasis will be placed on discussion of technical aspects of statistical analysis and on initiative in selecting and applying statistical methods to research problems. The subjects ordinarily covered will include analysis of frequency distribution, time series (including index numbers), regression and correlation analysis, and selected topics from the area of statistical inference.

*ECONOMIC STATISTICS* (ILR 610). First term. Credit three hours.

The seminar will be devoted to the study of selected topics from economic statistics and applied econometrics.

*MATHEMATICS FOR THE SOCIAL SCIENCES* (Math. 151-152-153). 151: First term. Credit four hours. 152: Second term. Credit three hours. 153: First term. Credit three hours. MR. POLLARD.

The mathematics sequence is designed to meet the needs of the growing number of graduate students in the social sciences who have had little mathematics but who wish to acquire a reasonable degree of "language proficiency" in the subject. Since the various social sciences (instead of the physical sciences, as in most mathematics courses), will be drawn upon for illustrations and problems, this sequence will also help to create an appreciation of the similarities and differences among the analytical problems of the several disciplines. *Prerequisites:* For Math. 151: Intermediate Algebra. Math. 152 requires the first course in the sequence, and Math. 153 requires the second course in the sequence.

## TRANSPORTATION

575. *TRANSPORTATION*. First term. Credit three hours. MR. HUTCHINS.

A study of American transportation from the points of view of carriers, shippers, and public authorities. The emphasis is on the economics and practices of rate making, especially of railroads. Among the most important topics covered are rates and

the location of industry; national traffic flows; theory of rates; classification of freight; rate systems; commodity rate structures; new types of rates; rate divisions, rate bureaus, and other intercarrier relations; the development of regulation; the determination of the general level of rates; reasonableness of particular rates; the long and short haul clause. Lectures, cases, and discussions.

576. *TRANSPORTATION*. Second term. Credit three hours. MR. HUTCHINS.

A continuation of Transportation 575. New construction and abandonment; new equipment; railroad operations and service; policy problems; railroad finance and its regulation; consolidation; motor carrier transportation, operations, and rate structures; tramp shipping, including charters and charter rates; ocean liner services, rates, and conferences; merchant marine policy; port and terminal facilities; some aspects of air transportation and air policy. *Prerequisite*: Transportation 575.

577. *TRANSPORTATION SEMINAR*. Second term. Credit three hours. MR. HUTCHINS.

Study and individual research in selected problems in transportation. *Prerequisite*: Transportation 575-576, or consent of the instructor.

## NUMERICAL INDEX OF COURSES

<i>Designation</i>	<i>Title</i>	<i>Described under:</i>
BPA 010	Directed Reading & Research	Special Studies & Research
BPA 100	Introduction to Administration	Administrative Process
BPA 101	Personnel Management and Human Relations	Personnel & Human Relations
BPA 102	The American Economy	Economics & Policy
BPA 103	Managerial Economics	Economics & Policy
BPA 104	Finance	Finance
BPA 104S	The Corporation	Finance
BPA 105	Introduction to Business Law	Law
BPA 106	Marketing	Marketing
BPA 107	Production	Production
BPA 108	The Governmental Process	Public Management
BPA 109	Governmental Accounting	Accounting
BPA 110	Principles of Accounting	Accounting
BPA 110S	Principles of Accounting	Accounting
BPA 111	Managerial Accounting	Accounting
BPA 111S	Managerial Accounting	Accounting
BPA 115	Health Needs & Services	Hospital Administration
BPA 116	The Hospital in Modern Society	Hospital Administration
Agr Ec 138	Taxation	Finance
Math 151-2-3	Mathematics for the Social Sciences	Statistics & Mathematics
BPA 200	Business Policy Formulation	Business Management
BPA 201	Information Sources in Administration	Special Studies & Research
Soc 201	Methods of Research in the Behavioral Sciences	Special Studies & Research
BPA 202	Private Enterprise & Public Policy	Economics & Policy
Agr Ec 236	Problems in Public Administration	Public Management
Agr Ec 237	Administration of Public Agricultural Programs	Agricultural Management
Govt 237	The Administrative Process	Administrative Process
Govt 241	Constitutional Law: The American Federal System	Law
Govt 242	Constitutional Law: Fundamental Rights and Immunities	Law
BPA 300	Advanced Accounting	Accounting
BPA 301	Advanced Accounting	Accounting
BPA 302	Cost Accounting	Accounting
BPA 303	Cost & Budgetary Control	Accounting
BPA 304	Accounting Theory	Accounting
Soc 304	Bureaucratic Organizations	Administrative Process
BPA 305	Tax Accounting	Accounting
BPA 306	Financial Accounting	Accounting
BPA 307	Auditing Procedure	Accounting
BPA 308	Law of Commercial Transactions	Law
BPA 309	Law of Business Associations	Law
BPA 325	Seminar in Management of Agricultural Industries	Agricultural Management
Phil 328	Introduction to the Philosophy of Social Science	Special Studies & Research
BPA 350	Small Business Management	Business Management
BPA 351	Comparative Business Administration	Business Management
BPA 352	Advanced Business Management	Business Management
BPA 375	Development of the American Economy & Business Enterprise	Economics & Policy
BPA 376	Business Policy & Economic Instability	Economics & Policy
BPA 377	Competitive Behavior & Public Policy	Economics & Policy
BPA 378	Business Forecasting	Economics & Policy
Econ 402	Collective Bargaining	Personnel & Human Relations
BPA 425	Analysis of American Industries	Finance

<i>Designation</i>	<i>Title</i>	<i>Described under:</i>
BPA 426	Financial Management	Finance
BPA 427	Investment Management	Finance
BPA 428	Governmental Fiscal Management	Finance & Public Management
BPA 429	Financial Institutions & Capital Markets	Finance
BPA 430	Investment in Government Securities	Finance
BPA 431	Public Utilities	Business Management
BPA 450	Principles of Hospital Operation I	Hospital Administration
BPA 451	Principles of Hospital Operation II	Hospital Administration
BPA 452	Orientation to Clinical Medicine	Hospital Administration
BPA 453	Business & Legal Aspects of Hospital Administration	Hospital Administration
BPA 454	Policy & Planning in Hospitals & Other Health Agencies	Hospital Administration
BPA 475	Sales Management	Marketing
BPA 476	Marketing Research	Marketing
BPA 477	Retailing	Marketing
BPA 478	Advertising Management	Marketing
BPA 479	Foreign Marketing	Marketing
BPA 480	Marketing Seminar	Marketing
BPA 500	Human Relations in Administration	Personnel & Human Relations
ILR 500	Collective Bargaining	Personnel & Human Relations
BPA 501	Seminar in Public Personnel Administration	Personnel & Human Relations
BPA 502	Seminar in Business & Industrial Personnel	Personnel & Human Relations
Econ 502	Federal Public Finance	Finance
BPA 503	Seminar in Personnel Management	Personnel & Human Relations
ILR 510	Economic & Social Statistics	Statistics & Mathematics
BPA 525	Factory Management	Production
BPA 526	Manufacturing Policy Determination	Production
BPA 527	Manufacturing Analysis	Production
BPA 528	Procurement	Production
BPA 550	State Administration	Public Management
BPA 551	International Administration & Foreign Operations	Public Management
BPA 552	Comparative Public Administration	Public Management
BPA 553	Municipal Finance Administration	Public Management
BPA 554	Seminar in Municipal Government & Administration	Public Management
BPA 555	Seminar in Federal Administration	Public Management
BPA 556	Seminar in Public Administration	Public Management
BPA 557	Seminar in Military Management & Civil-Military Relations	Public Management
ILR 560	Personnel Administration	Personnel & Human Relations
BPA 575	Transportation	Transportation
BPA 576	Transportation	Transportation
BPA 577	Transportation Seminar	Transportation
ILR 610	Economic Statistics	Statistics & Mathematics
BPA 900	Management Surveys: Organization & Methods	Administrative Process
BPA 901	Administrative Applications of High Speed Computers	Administrative Process
BPA 902	Seminar in Organizational Behavior	Administrative Process
BPA 903	Research in Business & Public Administration	Special Studies & Research
Law School	Administrative Law	Law
Law School	Constitutional Law	Law

## THE STUDENT BODY\*

AS THE student roster shown below indicates, the student body of the Graduate School of Business and Public Administration for 1957-1958 totals 259 men and women and represents widely diversified backgrounds.

The first-year class totals 117; 58 are graduates from 44 American colleges and universities other than Cornell and from 11 foreign schools; 12 have received their Bachelor's degrees from Cornell, and 39 are upperclassmen currently anticipating their degrees from Cornell. The second-year class, that is, those graduating in June, 1958, totals 103, of whom 64 are Bachelor's degree holders from 45 American colleges and universities other than Cornell and from 2 foreign institutions, and 37 of whom have received their degrees from Cornell. In addition, there are 27 students who are on special programs, or, who, having returned to the School after military service, are neither first- nor second-year students but will graduate when their varying requirements are met. Completing the total enrollment are 12 doctoral students, 6 of whom commenced their programs in September, 1957.

\*As of October 10, 1957.

### CANDIDATES FOR THE MASTER'S DEGREE, 1958

Barkhausen, Louis Henry, III, Civil Eng.-Bus. & Pub. Admin... Arlington Heights, Ill.  
 Barnes, William Mahl, B.S., 1956, Univ. of Illinois..... Barrington, Ill.  
 Bellamy, William Murray, Jr., B.A., 1953, Cornell Univ.; Bus. & Pub.  
     Admin.-Law ..... Queens Village, N.Y.  
 Bettucci, Frank Anthony, B.S., 1953, Cornell Univ. .... Ithaca, N.Y.  
 Biesiot, Peter Gerard, Jr., B.A., 1942, Univ. of Washington; M.S., 1951  
     Univ. of Nebraska ..... Seattle, Wash.  
 Blau, Ronald Marvin, B.A., 1956, Cornell Univ.; Bus. & Pub. Admin.-  
     Law ..... Rockville Centre, N.Y.  
 Booth, I. MacAllister, B.M.E., 1955, Cornell Univ..... Birmingham, Mich.  
 Brenner, Edward Gilbert, B.A., 1953, Pennsylvania State Univ..... Pottstown, Pa.  
 Broadbent, William Ray, B.S., 1956, California State Polytechnic..... Sylmar, Calif.  
 Camp, Robert Brunton, B.A., 1954, Kenyon College..... Aurora, N.Y.  
 Cashen, Anthony Brendau, B.S., 1957, Cornell Univ. .... Tuckahoe, N.Y.  
 Changtrakul, Pramotaya, B.A., 1954, Haverford College..... Bangkok, Thailand  
 Cohen, Gene Arthur, B.S., 1952, College of William & Mary..... Norfolk, Va.  
 Darby, Lewis Ellms, B.A., 1953, Dartmouth College..... Northhampton, Mass.  
 Dewey, David Alan, B.A., 1954, Cornell Univ.; Bus. & Pub. Admin.-  
     Law ..... Cortland, N.Y.  
 Dixon, William Cresson, B.S., 1954, Cornell Univ..... Woodbury, N.J.

- Drechsel, John Andrew, B.S., 1957, Cornell Univ. . . . . New York, N.Y.  
 Dudley, William Homer, B.A., 1955, Cornell Univ. . . . . Ithaca, N.Y.  
 Dwight, Lawrence Edward, B.A., 1954, Bowdoin College. . . . . Newtonville, N.Y.  
 Eastman, Albert Henry, B.A., 1954, Kenyon College. . . . . Shaker Heights, Ohio  
 Eddy, Richard Mosher, B.S., 1957, Cornell Univ. . . . . Ithaca, N.Y.  
 Eising, Peter Wolff, B.A., 1954, Cornell Univ. . . . . Port Chester, N.Y.  
 Engel, Theodore, B.S., 1957, Cornell University. . . . . Staten Island, N.Y.  
 Esten, Richard Willis, B.A., 1954, Middlebury College. . . . . Nashua, N.H.  
 Fowler, Robert Archibald, B.S., 1953, Franklin & Marshall College. . . . . Rochester, N.Y.  
 Geddry, Francis Robert, B.A., 1954, Iona College. . . . . New York, N.Y.  
 Goldring, Frank Israel, B.A., 1957, Cornell Univ. . . . . Cedarhurst, N.Y.  
 Hamlin, James Edward, B.S., 1954, Notre Dame. . . . . Morris, N.Y.  
 Happeny, Arnold Henry, B.S., 1954, Northeastern Univ. . . . . Quincy, Mass.  
 Harland, Edgar Nicholson, Jr., B.S., 1957, Cornell Univ. . . . . Westerly, R.I.  
 Heimbach, Louis, B.S., 1957, Cornell Univ. . . . . Middletown, N.Y.  
 Henninger, Joe Dutton, B.A., 1956, Cornell Univ. . . . . Loveland, Ohio  
 Hertan, Donald Morton, B.A., 1954, Cornell Univ. . . . . Kew Gardens, N.Y.  
 Hexter, Judah Laurence, B.A., 1954, Univ. of Minn. . . . . St. Paul, Minn.  
 Hoyer, Hans Fridtjof, Artium, 1956, Oslo Commercial College. . . . . Oslo, Norway  
 Jackson, Leonard James, B.S., 1957, Cornell Univ. . . . . Sangerfield, N.Y.  
 James, Arthur Dean, B.S., 1950, Univ. of Kansas . . . . . Topeka, Kans.  
 Jemison, William Walker, Jr., B.M.E., 1957, Cornell Univ. . . . . Birmingham, Ala.  
 Kallfelz, Paul F., Jr., B.S., 1957, Cornell Univ. . . . . Ithaca, N.Y.  
 Kelley, John Lawrence, B.A., 1954, Univ. of North Carolina. . . . . Sharpsville, Pa.  
 Konwiser, John Morse, B.S., 1957, Cornell Univ. . . . . New York, N.Y.  
 Krech, Edward Max, Jr., B.M.E., 1955, Cornell Univ. . . . . Glen Rock, N.J.  
 Krieger, Jerold Harrison, B.M.E., 1957, Cornell Univ. . . . . Cincinnati, Ohio  
 Kring, Roswell Morris, B.A., 1954, Oberlin College. . . . . Minetto, N.Y.  
 Landau, Peter Lester, B.A., 1953, Syracuse Univ.; Bus. & Pub.  
     Admin.-Law . . . . . Brooklyn, N.Y.  
 Lane, William Wolf, B.A., 1956, Brooklyn College. . . . . Brooklyn, N.Y.  
 Leous, Robert Gerard, B.S., 1956, Univ. of Notre Dame. . . . . Buffalo, N.Y.  
 Lichaucio, Eduardo Seberino, B.A., 1955, Harvard Univ. . . . . Manila, Philippines  
 Lichtenstein, Richard Bingham, B.S., 1956, Princeton Univ. . . . . Green Village, N.J.  
 Lopez, Anthony William, B.S., 1957, Cornell Univ. . . . . Nassau, N.Y.  
 Luce, Richard Morse, B.S., 1955, Cornell Univ. . . . . Corning, N.Y.  
 MacAyeal, Robert Archie, Jr., B.A., 1952, Colgate Univ. . . . . Barrington, R.I.  
 Mason, Harvey Wellington Frye, B.A., 1953, Dartmouth College. . . . . Hanover, N.H.  
 Matias, Thomas Redmond, B.A., 1953, Harpur College; Bus. & Pub.  
     Admin.-Law . . . . . Binghamton, N.Y.  
 McCutchan, Gordon Eugene, B.A., 1956, Cornell Univ.; Bus. & Pub.  
     Admin.-Law . . . . . Rome, N.Y.  
 McGandy, Douglas Pierce, B.A., 1956, Harvard Univ. . . . . Minneapolis, Minn.  
 McWeeny, Thomas Raymond, B.S., 1954, Providence College. . . . . Pawtucket, R.I.  
 Mihm, Edwin Redman, B.S., 1957, Cornell Univ. . . . . Pittsburgh, Pa.  
 Miller, James, B.S., 1951, U.S. Naval Academy; Bus. & Pub.  
     Admin.-Law . . . . . New York, N.Y.  
 Miller, Richard Speer, B.A., 1956, Cornell Univ. . . . . Bronxville, N.Y.  
 Mintz, Wallace Bertram, B.S., 1957, Cornell Univ. . . . . Bronx, N.Y.  
 Newman, Samuel Calhoun, B.S., 1955, Lehigh Univ. . . . . Rutherford, N.J.  
 Niles, George Albert, B.S., 1957, Cornell Univ. . . . . Utica, N.Y.  
 Paisley, Peter David, B.A., 1952, Kenyon College. . . . . Rocky River, Ohio  
 Parker, DeForest Phillips, B.S., 1956, Princeton Univ. . . . . Swampscott, Mass.  
 Pickett, Herbert Ronald, B.A., 1952, Dartmouth College; M.A., 1954,  
     New York State Teachers' College. . . . . St. Johnsville, N.Y.

Prata, Robert John, B.S., 1957, Cornell Univ. ....	Hudson, N.Y.
Quinson, Francois Louis, B.A., 1953, Williams College.....	Larchmont, N.Y.
Rambach, John Scott, B.A., 1954, Dartmouth College.....	Boston, Mass.
Reddin, Kenneth William, B.S., 1953, Univ. of Wisconsin.....	Teaneck, N.J.
Rochester, Paul Edward, B.A., 1956, Stanford Univ. ....	San Francisco, Calif.
Rolland, Grey Franklin, B.S., 1956, Dickinson College.....	McKeansburg, Pa.
Ruskiewicz, John Joseph, B.S., 1957, Cornell Univ. ....	Pine Island, N.Y.
Ryan, Bill Lee, B.A., 1954, Idaho State College.....	Pocatello, Idaho
Sandoval, Claudio Hidalgo, LL.B., 1954, Ateneo de Manila ..	Quezon City, Philippines
Schnetzer, Henry Herman, Jr., B.A., 1953, Bates College.....	Needham, Mass.
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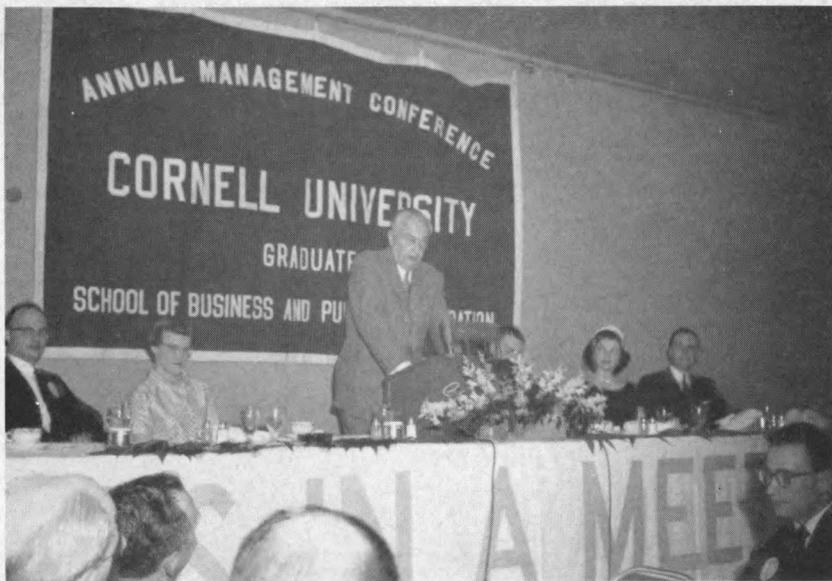
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*President Roy T. Hurley of Curtiss-Wright Corporation, speaking before the B. & P. A. Student Association's ninth Annual Management Conference. This conference is the highlight of the Student Association's extracurricular program and has been held annually since 1949.*



*Participants in the Executive Development Program taking a break between discussion sessions.*

