

GRADUATE SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION

1956-1957

CORNELL UNIVERSITY ANNOUNCEMENTS

Published by Cornell University at Ithaca, New York, every two weeks throughout the calendar year. Volume 47. Number 14. Dec. 30, 1955. Second-class mail privileges authorized at the post office at Ithaca, New York, December 14, 1916, under the act of August 24, 1912.



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FACULTY AND STAFF*

OFFICERS OF ADMINISTRATION

- Deane W. Malott, A.B., M.B.A., LL.D., *President of the University*
Edward H. Litchfield, Ph.D., *Dean of the School and Professor of Administration*
Paul P. Van Riper, Ph.D., *Secretary to the Faculty and Associate Professor of Administration*
Alan C. Rankin, D.S.S., *Director of Student Affairs and Assistant Professor of Administration*

FACULTY

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John J. Corson, Ph.D., *Visiting Professor of Administration and Director of Executive Development*
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James D. Thompson, Ph.D., *Assistant Professor of Administration*
Paul P. Van Riper, Ph.D., *Associate Professor of Administration*
Paul Wasserman, M.S., M.S. in L.S., *Assistant Professor of Bibliography and Librarian*
Theodore P. Wright, Sc.D., *Professor of Air Transportation and Vice President for Research of the University*

*As of January 1, 1956.

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., *Associate Professor of Medicine and Dean, 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*
 Robert S. Pasley, LL.B., *Associate Professor of Law, Law School*
 John W. Reys, M.R.P., *Associate Professor of City and Regional Planning, College of Architecture*

LECTURERS

- John E. Burton, M.B.A., *Lecturer in Public Administration and Vice President-Business of the University*
 Carl H. Chatters, LL.D., *Lecturer in Municipal Administration*
 T. B. Maxfield, B.S., C.P.A., *Lecturer in Accounting*
 Edward T. McCormick, Ph.D., C.P.A., *Lecturer in Finance*

STAFF

- Robert E. Baird, M.B.A., *Assistant*
 Edla L. Beald, B.S., *Administrative Secretary*
 Conrad P. Cotter, M.P.A., *Assistant*
 Betsy Ann Olive, B.S. in L.S., *Assistant Librarian and Reference Librarian*
 James M. Patterson, M.B.A., *Administrative Assistant to the Dean*
 Valentine F. Ridgway, M.S., *Research Assistant*
 Fred S. Silander, M.S., *Research Assistant*

ADVISORY COUNCILS*

TO THE SCHOOL

- Chester I. Barnard, LL.D., Sc.D., *Chairman of the Board, National Science Foundation; Former President, New Jersey Bell Telephone Company; Former President, The Rockefeller Foundation*
- Lucius D. Clay, LL.D., *Chairman of the Board, Continental Can Company, Inc.; General, U.S.A., retired*
- Clarence Francis, LL.D., D.C.S., *Former Chairman of the Board, General Foods Corporation*
- Luther Gulick, Ph.D., Litt.D., LL.D., *Administrator, City of New York; President, Institute of Public Administration (on leave)*
- Pendleton Herring, Ph.D., *President, Social Science Research Council*
- Elmer L. Lindseth, Sc.D., D.Eng., *President, The Cleveland Electric Illuminating Company*
- James A. McConnell, B.S., *Assistant Secretary, Department of Agriculture; Executive Vice President, Cooperative Grange League Federation, Inc. (on leave)*

ADVISORY COMMITTEE FOR HOSPITAL ADMINISTRATION

- Raymond P. Sloan, *President and Director, Modern Hospital Publishing Company; Vice President, The Alfred P. Sloan Foundation, Inc. (Chairman)*
- 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*
- Walter S. Carpenter, Jr., *Chairman of the Board, E. I. du Pont de Nemours and Company*
- Martin P. Catherwood, *Dean, New York State School of Industrial and Labor Relations, Cornell University*
- Edwin L. Crosby, *Director, American Hospital Association*
- Joseph C. Hinsey, *Director, New York Hospital-Cornell Medical Center*

*As of January 1, 1956.

E. Hugh Luckey, *Dean, Medical College, Cornell University*

Jack Masur, *Assistant Surgeon General and Chief, Bureau of Medical Services, United States Public Health Service*

Howard B. Meek, *Dean, School of Hotel Administration, Cornell University*

Norman S. Moore, *Head, Department of Clinical and Preventive Medicine, and Physician-in-Chief, Infirmary and Clinic, Cornell University*

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

Richard D. Vanderwarker, *Administrative Director, Memorial Center for Cancer and Allied Diseases*

THE GRADUATE SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION

AIM AND PHILOSOPHY

THE 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 "universals of 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, 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, Architecture, and Law 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 schools 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 cultural, 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.

In light of our philosophy and approach to administrative training, the School has always devoted itself primarily to graduate instruction. To emphasize the graduate nature of our program and to underline our seriousness of purpose and future educational intentions, the School has recently been authorized to designate itself as the *Cornell Graduate School of Business and Public Administration*.

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.

In particular, the establishment of an annual series of "Lectures in Administration" has been aimed at presenting different aspects of large-scale administration in business, government, and other fields to students, faculty, and members of the community. The first series, given in 1953-1954, included such leaders from the business world as Victor Emanuel, President, Avco Manufacturing Corporation; Eugene Holman, President, Standard Oil Company of New Jersey; and Edward T. McCormick, President, American Stock Exchange; together with such representatives of the governmental and other realms as Robert Moses, Chairman, New York State Power Authority; Dr. Hubertus J. van Mook, Director of the Public Administration Division, United Nations Technical Assistance Administration and former Governor General of the Dutch East Indies; Charles P. Taft, Chairman of the Ethics and Economics of Society Study Committee of the Federal Council of Churches; John J. Corson, Director of the Washington office of McKinsey and Company and former Director of the United States Employment Service and Deputy Director of UNRRA; and Ralph J. Bunche, Under Secretary General, the United Nations.

The 1954-1955 series of "Lectures in Administration" included Otto L. Nelson, Jr., retired Army major general and now Vice President in charge of housing for the New York Life Insurance Company; Arthur F. Burns, Chairman, President's Council of Economic Advisers; James P. Mitchell, Secretary of Labor; P. M. Shoemaker, President, Delaware, Lackawanna and Western Railroad Company and Chairman, Transportation Committee, Hoover Commission on Organization of the Executive Branch of the Government; and Luther Gulick, Administrator, New York City.

Other representatives of business and government who have taken part in class and seminar discussions in the recent past are Carl H. Chatters, former Executive Director of the American Municipal Association; Sterling W. Mudge, Supervisor of Training, Socony-Vacuum Oil Company; Harry A. Bullis, Chairman of the Board, General Mills, Inc.; E. A. Pettersen, Vice President, A. C. Nielsen Company; H. F. Vickers, President, the Sperry Corporation; Robert C. Trundle, President, the Trundle Engineering Company; Dr. Ellis Johnson, Director, Operations Research Office, Johns Hopkins University; D. J. Prouty, Assistant

Vice President in charge of public relations, Scott Paper Company; A. H. Clem, President, Chemical Specialties Division, Pennsylvania Salt Manufacturing Company; B. E. Estes, Director of Commercial Research, United States Steel Corporation; Ben S. Graham, Director of Methods Research, The Standard Register Company; Roger W. Jones, Assistant Director for Legislative Reference, U.S. Bureau of the Budget; Thomas M. McDade, Controller, General Foods Corporation; and John P. Syme, Vice President, Johns-Manville Corporation. For additional representatives of industry and government who have participated as lecturers or faculty members in the School's Executive Development Program or in the Annual Management Conference of the Student Association, see the sections of this Announcement entitled "Special Training Programs for Industry and Government" and "The Student Program."

In addition, the student is encouraged to broaden his understanding through participation in the great variety of courses relating to the study of administration which are offered by faculty members of the other schools and colleges of Cornell University.

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

RESEARCH PROGRAM. . . The characteristics of the hospital present peculiarly difficult problems for the application of otherwise sound administrative practices and present novel problems for which other fields of administration often have no counterparts and for which there are few known solutions. An extensive research and publications program has been inaugurated to assist the teaching program in both its resident degree and executive development aspects.

DEGREE PROGRAM. . . The resident degree program leads to the degree either of Master of Business Administration or Master of Public Administration. It contemplates a two-year program in residence at Ithaca, to be followed by a year in field training, and is supported by a substantial fellowship and financial aid program. For further information concerning the degree program, see the "Hospital Administration" heading in the section on "Concentrations" later in this Announcement. For financial awards, see the "Financial Aids" discussion in the section on "Student and Alumni Services." Admission to the program is obtained through the regular admission procedures outlined in the section on "Entrance Procedures."

EXECUTIVE DEVELOPMENT PROGRAM. . . The above two programs are further designed to provide supplementary materials and experience for the enrichment of an extensive executive development and special institute program. Because of the comparatively limited resources of most hospitals, the University executive development program is even more of a necessity than is ordinarily the case.

FURTHER INFORMATION. . . For further information concerning any aspect of the program outlined above, write directly to the Director, Sloan Institute of Hospital Administration, McGraw Hall, in care of this School.

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 Business and Public Administration Library on the second floor of McGraw Hall maintains a basic and selective collection of books, pamphlets, periodicals, documents, and reports. Its essential aim is to provide a working laboratory of published material which sheds light on the various ramifications 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 appropriate periodicals, journals, financial services, government publications, advisory services, and selected house organs. It provides, as well, pertinent documentary material from the different levels of government. One highlight of the collection is the file of reports of the principal American corporations.

To familiarize the student with the working bibliographic and research tools in business and public administration, first-year students receive special instruction in "Information Sources in Administration." Second-year students may receive instruction in "Research in Business and Public Administration." A reference collection is maintained and staffed in the library in order 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.

In addition, the Business and Public Administration Library is strongly supported by the main University Library and the other departmental libraries, notably that of the School of Industrial and Labor Relations, all of which are 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 1,660,000 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 Secretary, in care of this School, McGraw Hall.

THE ADMINISTRATIVE SCIENCE QUARTERLY...The School will commence publication during 1956 of *The Administrative Science Quarterly*, a scholarly journal dedicated to advancing basic understanding of the administrative process through empirical investigation and theoretical analysis. The journal will contain articles, book reviews, and abstracts relating to administration in all types of enterprises and environments, including business, governmental, hospital, military, educational, and ecclesiastical. Inquiries relating to this publication should be directed to the Editor, *The Administrative Science Quarterly*, in care of this School, McGraw Hall.

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, and statistical analysis, 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 a *common core* of subject matter, much of which is normally taken by all students of the School.

On the completion of the first year's common core requirements, or sooner if the student has been able to decide the direction in which he wishes to orient his first year's elective hours, 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 Programs" 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 60 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 Programs" 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 as had been completed by

early 1956 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 Secretary 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-21, McGraw Hall.

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 undergraduates

at Cornell, who in their senior year double-register in an undergraduate college and the Graduate School of Business and Public Administration, this program will permit the student 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. Students who may wish to enter the program after entering upon residence in the Graduate School of Business and Public Administration should discuss their 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, a Far Eastern Studies program, the Veterinary College, the 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 other Cornell divisions can be obtained from the Cornell University Announcements Office, Edmund Ezra Day Hall, 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 office 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 Secretary 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 adviser 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 also considered members of 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 22. 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 Secretary, 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 govern-

mental 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, outstandingly 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.

RECENT PROGRAMS.... Among the special programs conducted recently—in addition to those already mentioned—are a management clinic for retail lumbermen, a survey of American state and local public administrative practices for a group of Indonesian civil officials, an introduction to American business methods for two groups of French industrial managers and a group of Norwegian industrialists. Several one- and two-day institutes and conferences have been conducted in the fields of the management of agricultural industries, world trade, taxation, mobilization, supervision, and hospital administration.

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

With the increasing specialization in industry, in government, in the laboratory, in the hospital, and in other large-scale organizations has come an increasing tendency to recruit executives from the ranks of technical and specialized personnel. The Graduate School of Business and Public Administration offers an advanced training program for men in business and government who find it necessary to make this conversion from one occupation to another. It is particularly intended for persons with ten to fifteen years of practical experience whose man-

agement responsibilities have been but recently assumed or recently broadened.

Sessions of the Executive Development Program are held at Cornell for a six-week period during the summer recess. Because of the importance of maximizing individual participation and free informal association, each session is limited to two twenty-man groups. Each group is under the direction of a resident faculty leader and each is housed on campus in separate sections of the Executive Development Center, which contains all instructional, study, and living arrangements. The total cost for tuition, board, lodging, and all books and materials is \$1,200 per person.

The objective of the program is achieved through a four-way exchange of experience. This exchange involves the assimilation of what is best in administrative literature, the discussion with outstanding business and governmental executives of their practices and beliefs and the reasons for them, the discussion with resident faculty members of their understanding of the administrative process, and the analytical appraisal of the experiences and beliefs of the participants themselves. From a functional point of view, instruction covers four major areas of management concern: (1) the theory and principles of administration, (2) the unique characteristics of the major functions of an organization, (3) the nature of the economic and political environment of administration, and (4) the techniques of integration.

In the Executive Development Program during the summer of 1955 the faculty, with their subjects of instruction, were Dr. Temple Burling, Professor of Clinical and Preventive Medicine, New York State School of Industrial and Labor Relations, Cornell University (Psychology of Administration); M. P. Catherwood, Dean, New York State School of Industrial and Labor Relations, Cornell University (Management and Arbitration); Honorable Ewan Clague, U.S. Commissioner of Labor Statistics (Economic Indices); John J. Corson, Visiting Professor of Administration, Director of the Executive Development Program, and Manager of the Washington Office of McKinsey and Co. (Role of Management, Decision Making, Leadership); Emory A. Coughlin, Director of Personnel Relations, Cluett, Peabody and Company, Inc. (Personnel Administration); Ernest Dale, Associate Professor of Administration, Graduate School of Business and Public Administration, Cornell University (Basic Concepts of Organization); Leonard Emmerglick, Professor of Law, Georgetown University (Government-Business Relations); F. F. Foltman, Professor, New York State School of Industrial and Labor Relations, Cornell University (Conference Leadership); Carl J. Friedrich, Professor of Government, Harvard University (Administration in the Mixed Economy); Edwin Gibson, President, Eisenhower Exchange Fellowships, Inc., Former Executive Vice President of General Foods Corporation (Sales Management); Frank F. Gilmore,

Professor of Production Administration, Graduate School of Business and Public Administration, Cornell University (The Administration of Production and Research and Development); Wayne L. Hodges, Professor, New York State School of Industrial and Labor Relations, Cornell University (Communications and Public Relations); Mrs. Lee K. Jaffee, Public Relations Director, Port of New York Authority (Public Relations); Vernon L. Jensen, Professor, New York State School of Industrial and Labor Relations, Cornell University (The Guaranteed Annual Wage); John B. Joynt, Manager, Administrative Engineering Department, American Enka Corporation (Policy Formulation and Planning); Sherman Kingsbury, Arthur D. Little Company (Operations Research); Forrest H. Kirkpatrick, Assistant to the President, Wheeling Steel Corporation (Personnel Administration and Human Relations); Charles L. Lapp, Professor of Marketing, Washington University (Sales Management); Edward H. Litchfield, Dean, Graduate School of Business and Public Administration, Cornell University (Objectives and Fundamentals of Executive Development); Gordon McKinley, Director of Economic Research, The Prudential Insurance Company of America (Economic Analysis); Donald C. Mitchell, Batten, Barton, Durstine and Osborne (Creative Thinking); William I. Myers, Dean, College of Agriculture, Cornell University (The Role of the Outside Director); Arthur E. Nilsson, Professor of Finance, Graduate School of Business and Public Administration, Cornell University (Corporation Finance); E. D. O'Leary, Assistant Controller, Ford Motor Company (The Controller's Contribution to Profits); Harold C. Passer, Economic Analyst, Eastman Kodak Company (The Economic Environment); Joseph Pois, Vice President and Treasurer, Signode Steel Strapping Company (Financial Management); Hugo Riemer, President, Nitrogen Division, Allied Chemical and Dye Corporation (The Responsibilities of the President); General Clinton Robinson, President, The Carborundum Corporation (The President's Policy Function); Stanley H. Ruttenberg, Director, Department of Education and Research, Congress of Industrial Organizations (The Function of the Union); Erwin Schell, Professor of Industrial Engineering and Administration, Massachusetts Institute of Technology (Policy Formulation); L. P. Smith, Vice President, Production, Morse Chain Company (Production Management); Charles Stauffacher, Vice President, Finance, Continental Can Company (The Control Function); James D. Thompson, Assistant Professor of Administration, Graduate School of Business and Public Administration, Cornell University (Informal Organization); Paul P. Van Riper, Associate Professor of Administration, Graduate School of Business and Public Administration, Cornell University (Human Relations); Ross Walker, Professor of Administration, Graduate School of Business Administration, Harvard University (Financial Control).

For a roster of participants in the 1955 program see the last section of this Announcement.

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 four times a year. The first group conference will be held on May 11, 1956.

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 automatically becomes a member of 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 join 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 1955-1956, the Executive Committee of the Association consists of Richard W. Dye, President; Paul H. Marx, Vice President; Harold D. Birckmayer, Treasurer, together with Charles A. Barrett, Jr., Richard A. Ehret, and Willard H. Page.

ORIENTATION . . . A student's first contact with the Student Association normally begins even before registration day. Once a student has been admitted to the School, he may expect to hear from the Association sometime during the summer. During the first weeks of the fall term, the Association assists in arranging several events to acquaint students

with the School, other students, and the faculty. The activities include lectures, discussion groups, a smoker, a picnic, and other social functions.

THE LOUNGE . . . Before the completion of the orientation program, most students find their way into the student lounge, for it is the favorite spot for discussions or just plain relaxation. Here is the place to read current magazines, discuss problems with other students, pick up a cup of coffee or other refreshments, or just smoke and relax. Just off the lounge are the offices of the Student Association committees.

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.

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; Carl H. Chatters, City Comptroller, Chicago; John P. Syme, Vice President, Johns-Manville Corporation; Thomas McDade, Controller, General Foods Corporation; Milton Mandell, U.S. Civil Service Commission; George W. Chane, Manager, Management Services Division, Ernst and Ernst; and members of the faculty of this School.

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

THE YEARBOOK . . . The preparation of the annual yearbook of the School, known as *The Administrator*, begins early in the school term. It is entirely student managed and pays its own way. Publishing a yearbook for a small organization entails the same problems of advertising, circulation, accounting, photography, literary skill, and layout as those encountered in bringing out a larger publication.

MANAGEMENT CONFERENCE . . . A highlight of the School's extra-curricular activities is the Annual Management Conference held in the spring. This conference was first conceived, organized, promoted, and conducted by the students themselves in 1949. The initial conference was so rewarding in practical training in all aspects of the management function and so successful as a social, professional, and academic enterprise that succeeding classes have made it an annual event.

Scheduled for two days in the spring of the year in Cornell's new Statler Hall, the conference has attracted leaders in government, business, and education to discuss selected current problems. The seventh annual conference, the subject of which was "How Big Is Too Big?"—as applied to business size—was addressed by William B. Rogers, Deputy Attorney General of the United States; Wendell B. Barnes, Administrator, Small Business Administration; A. D. H. Kaplan, Senior Staff Member, The Brookings Institution; and Earl Bunting, former President, National Association of Manufacturers. Panel discussions of the topic were conducted, and a banquet was held at which President Malott of Cornell was the speaker.

Since the inception of the conference in 1949, the students have obtained such prominent speakers as Willard L. Thorp, Robert Ramspeck, and Howard Piquet from government; Richard L. Bowditch, H. Harold Whitman, and Edward McCormick from business; and Joseph Shister, Fedele Fauri, and Carroll Daugherty from education.

In addition to students and faculty from all schools of the University, an increasing number of businessmen and government officials also attend the conference. Besides stimulating the discussion of important current issues, the conference strengthens the bond between the work of the School and the practical administrative problems in the field. It also provides an opportunity to exchange views with some of the nation's leaders.

Since the conference is such a broad undertaking, a large student staff is needed to carry out the preparations. A committee on program development selects the theme, develops the program content, invites the speakers, and plans the flow of events during the conference. This committee also arranges for students to moderate the program and lead discussion panels. A committee on registration and reservations secures accommodations for guests and carries out the duties of registration on the opening day. The arrangements committee sees that the auditorium is put into shape for a pleasant and successful series of meetings, and it arranges for the banquet held on the first evening of the conference. All external relations, including national news coverage, are the responsibility of the publicity committee. The finance committee is in charge of raising funds to support the conference, making disbursements, and keeping the accounts.

WOMEN'S CLUB... As more than 20 per cent of the students attending the School are married, and the number of women students is increasing, the Women's Club has been formed. This Club is the organization which its name implies, and it provides entertainment and programs of interest throughout the year.

OTHER ACTIVITIES... There are a great number of other professional activities in which the students, as an organized group, partici-

pate 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.

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 Cornell University Announcements Office, Edmund Ezra Day Hall.

CONCLUSION. . . . Naturally, not every student can participate in all of the nonclassroom 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

THE GRADUATE School of Business and Public Administration recognizes that graduate work involves a variety of problems which do not fall within the strictly academic phases of advanced study. These problems may serve as an unnecessary obstacle to satisfactory graduate study and, in some cases, result in the student's failure to fulfill the requirements for completing his graduate program.

Moreover, 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.

DIRECTOR OF STUDENT AFFAIRS

To further these objectives, the School has a Director of Student Affairs, whose office is concerned with all student activities and in particular with student orientation and registration, advising and counseling, financial problems, housing, part-time employment, placement, and alumni relations.

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.

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 extra-curricular opportunities afforded by the School and the University should be understood clearly by entering students. To accomplish this, an orientation period, 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, and conferences with faculty members on the various concentrations offered highlight the more academic portion of the orientation. This is followed by the administration of a battery of aptitude and related tests designed to assist in the early discovery of areas needing special attention. Finally, through planned discussions and social events, new students are afforded an opportunity to become acquainted with the student program, registration procedures, the Cornell campus, and their fellow students and the faculty.

New students are expected to be present and to participate in the orientation program.

ACADEMIC COUNSELING. . . Each student is assigned according to his professional plans 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 their 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 Room 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 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 Cornell 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 University 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 a rate of \$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.)

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.

THE B. & P. A. RESIDENTIAL HALLS

In order 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 ninety 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 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 office of Residential Halls.

Single, double, and triple accommodations are available at costs varying from \$248 to \$380 for the year for the school year of 1955-1956

—costs which are not expected to vary appreciably for the school year of 1956–1957. This averages from \$7 to \$11 a week, with the charges including the usual furnishings, heat, light, linen, and reasonable service. Adequate telephone service is available, and a lounge has been provided. Dining facilities are available both on the campus and in adjacent areas of the city of Ithaca.

Single male students are encouraged to apply for quarters in Boldt or Boldt Tower, and every attempt will be made to house all students 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 the office of 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 University has not been verified.

OTHER HOUSING FOR SINGLE MEN

Other housing for single men falls into the categories of fraternities and off-campus facilities—the latter consisting of rooms in private homes, rooming houses, private dormitories, and cooperative houses. Meals are obtained in fraternities, restaurants, or cafeterias on or near the campus. Lists of off-campus housing accommodations are also available from the office of Residential Halls.

SINGLE WOMEN . . . Housing for single women graduate students is also quite limited in the University Residential Halls. Applications should be obtained from the office of Residential Halls, which will also supply lists of off-campus housing accommodations.

MARRIED STUDENTS . . . Those who plan to bring their families to Ithaca should address inquiries to the Off-Campus Housing office in care of the office of Residential Halls. Through University-operated housing facilities a number of apartments are offered for married students. Other married students obtain quarters in the Ithaca area. Inquiries should be made as far in advance as possible, and final arrangements are best made in person.

FINANCIAL ASSISTANCE

SCHOLARSHIPS AND FELLOWSHIPS . . . A number of scholarships and fellowships are available each year both to Master's and to Ph.D. candidates. However, application procedures differ somewhat for the former as opposed to the latter.

AWARDS TO MASTER'S CANDIDATES

Through the generosity of The Alfred P. Sloan Foundation, Inc.; Charles E. Merrill, directing partner, Merrill Lynch, Pierce, Fenner and Beane; Bache and Company; Claude C. Harding, Vice-President of the Grolier Society; and other friends of the School, a number of substantial fellowships and scholarships are available to students showing genuine academic promise and financial need.

The Sloan Fellowships in Hospital Administration provide \$2500 a year for students in hospital administration, and six of these fellowships will be awarded for the year 1956-1957. The Bache Fellowship in Finance is an annual award of \$1500 to assist a Master's candidate primarily interested in finance. One Merrill Fellowship consists of an award of \$5000 to enable a British student to complete his two-year Master's program; and other awards may vary in accord with students' academic promise and need. The Harding Scholarships also may vary in size in accord with the needs of students, without regard to their fields of specialization.

The University has also made available the funds for a number of additional fellowships and for tuition and partial-tuition scholarships. Grants from these funds are also made on the basis of financial need and academic promise. All grants will normally be made in the form of allowances against tuition, except when the amount of the grant may exceed tuition.

Applications for scholarships and fellowships by prospective Master's candidates must normally be filed before March 1 for the fall term. New applications for the spring term must be filed by January 1. Application forms may be obtained from the Administrative Secretary of this School.

In addition to the scholarships mentioned above, there are a number of scholarships available elsewhere in the University for which certain students in this School are 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 Secretary, in care of this School, as the decision concerning such matters rests with this School rather than with the Graduate School.

LOANS....Much of the financial aid which the University is able to give students is in the form of loans from the income of certain endowments. The benefits of these loan funds go to students who have been in residence and in good standing for at least two terms, though in some cases loans may be made to students from other schools who are commencing their graduate program. Application should be made to the office of the Dean of Men and the Dean of Women, Edmund Ezra Day Hall. Limited loan funds are also available from Business and Public Administration, Inc., a non-profit 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.

PRIZES....Also available to outstanding students are several prizes, which are awarded each year. The Trainer, Wortham and Company Essay Prizes in Finance, for example, consist of an award of \$300 for first place and of \$100 for second place. For further information concerning prizes and similar awards available to students of the University in general, see the *Announcement of Prize Competitions*.

PLACEMENT SERVICES

STUDENT PLACEMENT....While the School does not 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 concerning 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.

Students especially interested in particular placement opportunities and possibilities should write directly to the Placement Director of the Graduate School of Business and Public Administration, Room B-21, McGraw Hall, or to the Director of Placement, Cornell University, 122 Edmund Ezra Day Hall.

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 counselors in the Vocational Guidance office of the Dean of Men and the Dean of Women, Day Hall.

The Vocational Guidance office also maintains an occupational information file to aid students in making a choice of a career. Many kinds of up-to-date information on career requirements, amounts and kinds of preparation needed, and ways of entering fields of work are to be found in the file. Several hundred career fields are included.

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 employment preferences. The records thus obtained enable 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.

SPECIAL ALUMNI PROGRAMS. . . At the other end of the educational continuum from the orientation activities of the entering student is a series of special programs designed to keep alumni of the School abreast of significant developments in business and public administration. One of these programs centers in the annual Alumni Fall Weekend, when all alumni of the School are invited to hear speakers and participate in some particular aspect of administration of general interest. The subject of the 1954 Alumni Fall Weekend was "Operations Research," concerning which papers were presented by Dr. Ellis Johnson, Director of the Operations Research Office of Johns Hopkins University and the Department of the Army, and Dr. Arthur A. Brown of Arthur D. Little, Inc., management consultants. At the 1955 Alumni Fall Weekend, Dean Litchfield spoke on recent developments and plans for the future of the School.

ENTRANCE PROCEDURES

ADMISSION REQUIREMENTS

FOR THE M.B.A. OR M.P.A. DEGREE... Admission to the Graduate School of Business and Public Administration as a candidate for one of the professional degrees is open to graduates of recognized colleges, universities, or technical schools in this country and abroad who hold a baccalaureate degree or its equivalent.

DOUBLE REGISTRATION—CHANGE IN POLICY

Until 1955 this School had made it a practice to accept, as Master's degree candidates, qualified seniors from Cornell and other institutions, who could, at the same time, arrange with their undergraduate colleges to accept the first year's work in this School as credit for the senior year in their undergraduate institutions. However, the designation, in 1955, of this School as the *Graduate School of Business and Public Administration*, has in turn meant a change in the policy of the School toward the admission of seniors into the professional Master's degree programs.

The School recognizes, however, that it has some obligations to students now enrolled at Cornell who may have planned their undergraduate programs to take advantage of the time-saving possibilities of double registration as outlined in previous Announcements of this School. Therefore, the School does not plan to end all double-registration activities during the school year immediately ahead. But it does intend appreciably to limit double-registration opportunities, except for students undertaking combined programs involving this School and the College of Agriculture, the College of Engineering, and the Law School.

In general, prospective students should plan their future programs with the following revised double-registration policies in mind:

1. Double registration is no longer possible for students who have undertaken all of their undergraduate work in institutions other than Cornell.

2. Double registration or similar procedures will continue to be permitted within the foreseeable future for students (a) registered in the five-year programs of the Cornell College of Engineering, and (b) from this and other Cornell schools and colleges—and especially the College of Arts and Sciences—who are accepted both by this School and by the Cornell Law School for the four-year combined program in administration and law.

3. Double registration or similar procedures will continue to be permitted for students registered in the Cornell College of Agriculture as of the academic year of 1954-1955 and who may wish to undertake the special combined program in agricultural management.

4. After the fall of 1955, double registration for Cornell students other than those entering the combined programs with the College of Agriculture, the College of Engineering, and the Law School will be available only to the exceptional students who have both unusually good undergraduate academic records and compelling vocational or personal reasons for undertaking a program involving double registration.

DOUBLE REGISTRATION—GENERAL REQUIREMENTS

Double-registration requirements vary to some extent, depending upon the student's undergraduate school and program. Therefore, a student who wishes to be considered for double registration should inquire as early in his junior year as possible concerning his eligibility for double registration and concerning the requirements which would apply in his case. Such inquiries should first be directed to the Administrative Secretary of the School in Room B-21, McGraw Hall; and, if necessary, an appointment for a preliminary interview may be arranged with the Director of Student Affairs in the same office.

It is the responsibility of the applicant to arrange with his college office for approval of double registration when applying for admission to the Graduate School of Business and Public Administration. It is also the student's obligation to be sure that he will qualify for his appropriate Bachelor's degree if he completes successfully the first year's work in the Graduate School of Business and Public Administration.

ENTRANCE EXAMINATIONS

The School does not require—but strongly urges—applicants for admission to the Master's degree programs to take the Admission Test for Graduate Study in Business or the Graduate Record Examination in Government.

These examinations are administered periodically each year, usually three or four times, throughout the United States and Canada. 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 aptitudes of applicants on a common basis.

INTERVIEWS

Interviews are not normally required of prospective Master's degree students, except in the case of Cornell students applying for permission to double register their senior year and in the case of other students whose admission may involve special problems. Prospective double registrants should request an interview appointment at the time they return their admission papers to the Administrative Secretary of the School. The admission of double registrants will not be acted upon until after this interview.

EXEMPTIONS AND SUBSTITUTIONS

The Graduate School of Business and Public Administration does not give course credits for undergraduate work done elsewhere. In special cases, however, it does permit students to substitute electives for required courses when the work of the required course has been substantially covered elsewhere. See also the discussion of exemptions and substitutions in the section entitled "Course Programs."

PREREQUISITES

The School will give predominant weight to the quality of an applicant's previous academic record rather than to particular courses which he has taken. It is recommended, however, that students who plan to enter the School include in their undergraduate programs basic courses in economics, accounting, statistics, and American government. Students who intend to specialize in public administration should include courses in political science in their undergraduate programs prior to entering the School. Students who have not had such work prior to applying are urged to do what they can to acquaint themselves with these subjects during the last semester of their senior year or during the following summer session. In some cases, students who are especially weak in introductory work in political science and economics may be required to take such work during their first year in the School. This work would be over and above the normal minimum of 60 hours required for the M.P.A. or M.B.A. degrees.

The School will expect its students to have and to maintain a command of good oral and written English. Foreign students, especially, should not expect to be able to carry successfully a normal load of graduate work without competence in oral and written English—with such competence interpreted as including not only ability at conversational English but also ability at understanding normal business and governmental administrative terminology.

ADVANCED STANDING

Students who have completed satisfactory graduate work at other recognized graduate schools may be admitted to advanced standing in the School, provided that the course of study taken at other schools for which credit is requested parallels closely the work offered in this School. No degree, however, may be granted for residence of less than one academic year.

In addition, persons holding the baccalaureate degree who have had significant administrative experience in business or public administration may be admitted to advanced standing in the School, provided that such experience is of a character to serve adequately as a substitute for the course work for which credit is requested. The facts in the particular case, after review by the Dean of the School, will determine the amount of credit to be granted toward the fulfillment of degree requirements.

FOR PROVISIONAL CANDIDATES. . . . Under special circumstances persons who do not hold baccalaureate degrees but who, by reason of high personal qualifications and extensive administrative experience in business or in public administration, can give assurance of capacity to carry on satisfactorily the work given by the School are eligible to apply for admission as "provisional candidates." Admission as a provisional candidate will be made only after a personal interview and with the approval of the Admissions Committee. On satisfactory completion of one year's work, provisional candidates may be admitted as degree candidates.

FOR NONCANDIDATES. . . . The School will accept a very limited number of students each year who, because of special circumstances, do not wish to obtain or do not need to obtain a Master's degree. Admission procedures for students who wish to enter as noncandidates are the same as for provisional candidates.

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.

ADMISSIONS FORMS. . . . Applicants for admission to other than the

Ph.D. program may obtain admission application forms from the Administrative Secretary, Graduate School of Business and Public Administration, McGraw Hall. The forms should be filled out carefully and returned to the Secretary. 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 will generally be admitted to the School only once a year—in the term beginning in September. Under exceptional circumstances applications for entrance at midyear will be considered, but it is not possible to guarantee to such students that they will obtain the desired professional degree in two years. This stems from the fact that a number of required courses involve a year's sequence of work which does not commence at midyear.

Applications for admission will be acted on promptly as they are received, providing the applicant is clearly acceptable or clearly unacceptable to the Admissions Committee. Applications deferred for any reason will be scheduled for final consideration by a given date. Applicants will be notified promptly that they have been accepted, that they have been rejected, or that final action will be taken by a stated date.

REGISTRATION

As indicated in the section entitled "Student and Alumni Services," an orientation for new students is conducted during the weekend 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 1956 should plan to arrive in Ithaca by Friday, September 14, and should be prepared to take part in the orientation program on September 15 and 16.

Former students, including returning second-year students, will commence formal registration on Tuesday, September 20, 1956. All students should refer to the academic calendar at the back 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 vaccination to the Administrative Secretary of this School (see also that part of this section entitled "Health Requirements on Entrance").

Once a new student has been accepted by the School, and not later than the date of registration, he must supply the Administrative Secretary 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	\$425.00
College and University General Fee	75.00
	<hr/>
	\$500.00

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 16 (Rehabilitation), 346 (G.I. Bill of Rights), 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 and \$180 a term for room and from \$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 \$447.50 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.

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

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

privilege of registering the following term. The responsibility for fulfilling these requirements rests upon the student.

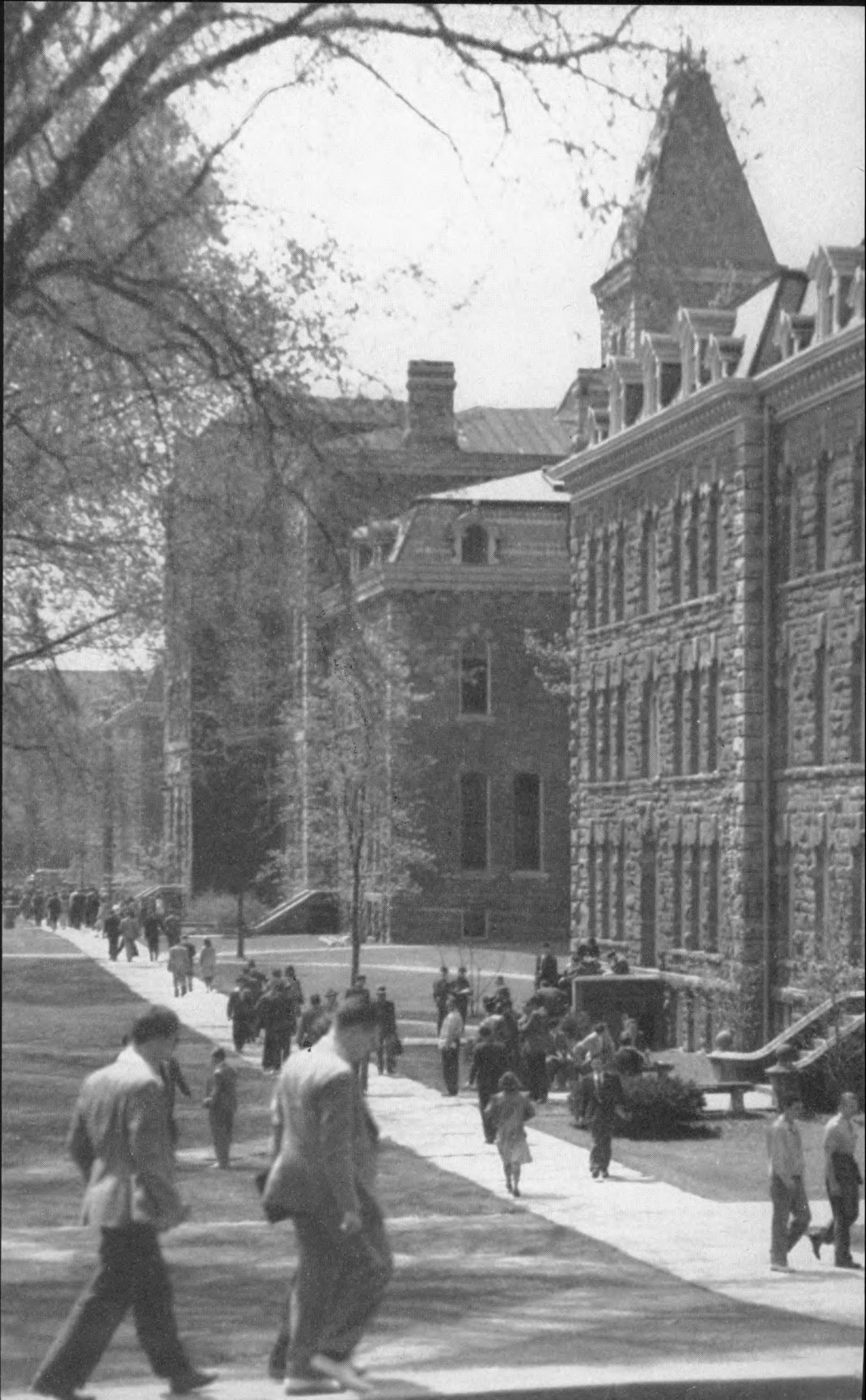
1. *Vaccination.* A satisfactory certificate of vaccination against small-pox, on the form supplied by the University, must be submitted to the University Medical Clinic before registration. It will be accepted as satisfactory only if it certifies that within the last three years a successful vaccination has been performed or three unsuccessful vaccination attempts have been made. If this requirement cannot be fulfilled by the student's physician at home, opportunity for vaccination 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 an X-ray of lungs, heart, and other chest structures. He may present a chest film, made by a private physician, on or before entrance into the University, provided that the film was secured within six months of initial registration and is of acceptable quality. Otherwise, he will be given opportunity to secure the chest X-ray at the University during the orientation period or during his first semester; he has the responsibility for making the necessary arrangements with the medical staff. 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 Secretary of the School 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.

The lower quadrangle between classes. McGraw Hall housing the Graduate School of Business and Public Administration, flanked by White and Morrill Halls.

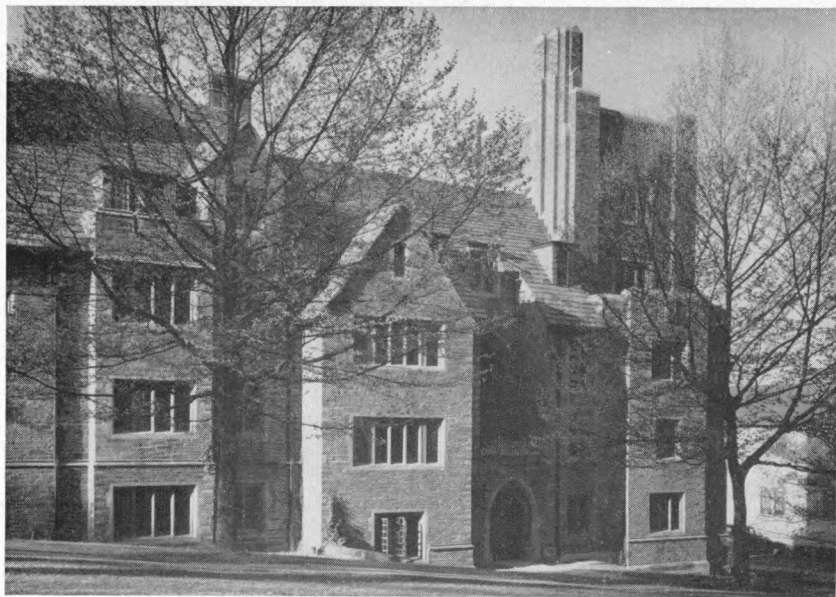




Students analyze radio listening habits.



Discussion in an informal graduate seminar.



The west end of Boldt Hall together with Boldt Tower, the men's residential halls of the Graduate School of Business and Public Administration. Study under the case method in an integrated professional program makes easy group discussion of cases and problems highly desirable, and students are encouraged to take advantage of the accommodations shown above.



A corner of the Business and Public Administration Library in McGraw Hall. This library maintains a basic and selective collection of books, pamphlets, periodicals, documents, and reports. Also available to students are the other library holdings of the University, totaling more than 1,660,000 volumes.

COURSE PROGRAMS

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 common core of required courses which have been designed to provide in an integrated and co-ordinated 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.

CORE CURRICULUM

IN THE FIRST YEAR... The normal course program of a first-year student will include approximately 17 credit hours of work the first term and 15 to 18 hours the second term.

COURSES REQUIRED OF ALL STUDENTS

All first-year students, unless exempted in accord with policies outlined later in this section, are required to take the following courses for the credit hours indicated:

	1st Term	2d Term
020. Information Sources in Administration.....	2	or 2
(Note: Students required to take ROTC work may defer this course to their second term or, if necessary, later. Others are normally expected to take it their first term.)		
100. Introduction to Administration	3	
110. Principles of Accounting	3	
111. Managerial Accounting		3
(Note: M.P.A. candidates may substitute 217, Governmental Accounting, but it is recommended that they take both 111 and 217.)		
130. Managerial Economics		3

OTHER CORE COURSES

Beyond the above required courses, first-year students must select at least four courses (normally two each term) from among the core courses listed below:

	1st Term	2d Term
101. Personnel Management		3
120. Development of the American Economy and Business Enterprise	3	
121. Recent Economic and Business Changes		3
140. Finance		3
(Note: M.P.A. candidates may substitute 245, Governmental Fiscal Management.)		
160. Marketing	3	
(Note: M.P.A. candidates may substitute 275, Procurement, or, in some cases, Arch. 710, Principles of City and Regional Planning.)		
170. Elements of Production—I	3	
— Law		3
(Note: M.B.A. candidates take 150, Introduction to Business Law; M.P.A. candidates take constitutional or administrative law.)		
— Statistics (ILR 510)		3
(Note: If not taken first term, must be taken some succeeding term during either year.)		

FIRST-YEAR ELECTIVES

All first-year students are allowed 3 hours of electives each term, for a total of 6 hours during their first year. Some students will wish to carry additional hours from among the courses listed above; others will want to use these hours to commence their concentrations where possible or to use them for "free" electives; while others—particularly some double registrants—may need to use these hours for work in their original schools.

IN THE SECOND YEAR . . . Required core courses to be taken during the second year are:

	1st Term	2d Term
204. The Governmental Process	3	
(Note: Required only of students with no prior work in government, unless exempted because of special and unusual circumstances by an adviser with the approval of the Dean. This course may, however, be taken the first year, if the student's schedule permits.)		
232. Private Enterprise and Public Policy		3

CONCENTRATIONS

In addition to fulfilling the core course requirements outlined above, each student must complete (normally during his second year) the requirements of a *concentration* plus approved elective hours sufficient to

fill out the minimum of 60 semester hours required for graduation. It should be noted that 60 hours is a minimum rather than a maximum requirement; and in some cases students will find that they may be taking more than a total of 60 hours of work in order either to complete their programs or to take advantage of special course offerings in which they are interested.

It will be observed that for many of the concentrations outlined in the next section—for example, those in *accounting, agricultural management, finance, hospital administration, personnel relations, production, and transportation*—many course requirements are common to both *business administration* and *public administration*. This fact reflects the unique character of the curriculum of the School, with its emphasis on comparative administrative practices and principles in private and public agencies.

FOR THE M.B.A. DEGREE... Concentrations for this degree are *accounting, agricultural management, business management, finance, hospital administration, managerial economics, marketing, personnel relations, production, transportation, and special*.

FOR THE M.P.A. DEGREE... 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 pro-

grams recently undertaken by M.P.A. students are programs in resources management, Southeast Asian public administration, and public utilities.

Concentrations for the Master of Public Administration degree are available in the fields of *accounting, agricultural management, city management, federal administration, finance, hospital administration, international administration, managerial economics, personnel relations, production, transportation, and special* (referred to above).

The objectives of the concentrations and the requirements of each program are described in the next section, entitled "Concentrations."

PROFESSIONAL EMPLOYMENT

In addition to meeting the requirements of the core curriculum and of a concentration, all students are expected to utilize their summer time between the first and second school year in a way which will further their professional development as much as possible. This may be done (1) by finding summer employment of an appropriate sort; (2) by participating in ROTC summer military training; (3) by taking approved—in advance—summer courses at Cornell or elsewhere; or (4) by a planned—with advanced approval of the student's adviser—program of summer travel.

All second-year students must file a report with the School not later than October 15, explaining in detail how the summer was spent and what benefit the student believes he obtained from his experience. In other words, each student is expected to consider his summer activities as a laboratory experience concerning which he is to devote some thought and analysis.

Those especially interested in obtaining special employment for the summer should refer also to the "Placement Services" portion of the section on "Student and Alumni Services."

EXEMPTIONS AND SUBSTITUTIONS

Except for the courses indicated immediately below and except in the special cases of certain combined programs, the School will not ordinarily grant exemptions from required courses in the first-year program in recognition of work taken elsewhere under similar title. The exceptions are (1) Statistics, and (2) Accounting 110-111, exemptions from which are subject to the provisions outlined below as well as the approval of the student's adviser and, in some cases, the Dean.

Students who have had a three-hour undergraduate course in statistics may be exempted from the statistics requirement. No exemption from accounting will normally be granted unless the student has completed satisfactorily a minimum of one year's work in principles of accounting in an accredited accounting program elsewhere. Exemptions

will be granted from Accounting 110 *only*, except for (1) Cornell students who have already received credit for Accounting 110 and 111; (2) candidates for the M.P.A. degree who, with the approval of their adviser, wish to substitute Accounting 217 (Governmental Accounting) for Accounting 111, and (3) students planning to take the concentration in professional accounting who, with the approval of their adviser, wish to register in advanced accounting courses during their first term in this School. The content of Accounting 111, generally required of all students in the School, regardless of their prospective concentration or their undergraduate work in accounting, has been especially adapted to the needs of the administrator.

That, however, special circumstances may justify deviation from these requirements is recognized. Students who, before entering the School, have had courses which might be regarded as substantially equivalent to the required courses listed above may make application through their advisers for specific exemption. Official descriptions of equivalent courses previously taken elsewhere must accompany such applications, together with a statement of the circumstances that would appear to justify the proposed action. If exemption is allowed, the student will be permitted to substitute electives approved by his adviser.

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" portion of 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 Secretary 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. As indicated earlier, 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.

ACCOUNTING (M.B.A. or M.P.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. A student electing the general accounting concentration must fulfill the following requirements in accounting plus all other School requirements: (1) Complete BPA 112, Advanced Accounting; and BPA 210, Cost Accounting; and (2) complete six additional hours of accounting work to be selected from the remaining courses listed under accounting in the "Description of Courses."

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; and economics, 6); 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 217, Governmental Accounting, and must complete the following program of courses in addition to BPA 112 and 113, Advanced Accounting:

	<i>1st Term</i>	<i>2d Term</i>
150. Introduction to Business Law	3	
151. Law of Commercial Transactions		3
210. Cost Accounting	3	
212. Cost and Budgetary Control		3
214. Tax Accounting		3
216. Auditing Procedure		3
250. Law of Business Associations	3	

Students who plan to take the second-year professional accounting concentration, described immediately above, are advised to complete a year's work in accounting, where possible, before entering the School. It is possible to complete the work of the professional accounting concentration without such pre-entrance accounting work, but this requires a very rigid schedule during the students' two years in the School. Moreover, if they have not received credit for at least three semester hours of work in the general field of finance before entering this School, they must take six hours of work in finance beyond the three-hour first-year required course. Students must decide at the beginning of their first year whether they wish to take the special professional accounting concentration. Otherwise, they will have to spend an additional year in the School to complete the required work. In special cases, accounting students may be allowed to substitute other courses for BPA 204 and 232.

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... Commencing with the school year of 1956-1957, an expanded special program—within the *agricultural management concentration*—will be offered. This program will consist of appropriate introductory work both in this School and the Cornell College of Agriculture, followed by BPA 285 and 286, Seminars 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 Secretary 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 secures 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 60 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 complexity 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. Requirements of this concentration are listed below.

	1st Term	2d Term
200. Business Policy Formulation	3	
223. Advanced Business Management		3
*202. Human Relations in Administration	3	
*Collective Bargaining, Mediation, and Arbitration (ILR 500)	3	or 3
†120. Development of the American Economy and Business Enterprise	3	
†121. Recent Economic and Business Changes		3
†209. Small Business Management		3
†222. Comparative Business Administration	3	
†233. Management Surveys: Organization and Methods		3

*Optional: one course required.

†Optional: three courses required.

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 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 218-219, Municipal Administration, three hours of BPA 232, Private Enterprise and Public Policy, and a minimum of 21 additional hours. A student preparing in this area will select his second-year work, with the approval of his adviser, from among the following courses:

	<i>1st Term</i>	<i>2d Term</i>
218-219. Municipal Administration	3	3
201. Seminar in Public Administration	3	
203. Seminar in Public Personnel Administration		3
204. The Governmental Process		3
205. State Administration		3
217. Governmental Accounting	3	
225. Management of Public Business Enterprises		3
233. Management Surveys: Organization and Methods....		3
245. Governmental Fiscal Management		3
247. Investment in Government Securities		3
275. Procurement	3	
Law of Local Government (Law 91)		2
Principles of City and Regional Planning (Arch. 710)	3	
Traffic Engineering (Eng. 2620)	3	
Public Health (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	

FEDERAL ADMINISTRATION (M.P.A. Degree)

Among the more than two million positions in the federal government are many which require the specialized training of the professional student of public administration. The United States Civil Service Commission gives entrance examinations each year for students with backgrounds in this field. Careers in the federal service may be in central agencies, such as the Bureau of the Budget and the Civil Service Commission, or they may be in any one of the line departments including defense, state, labor, commerce, and a variety of the independent agencies.

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

	<i>1st Term</i>	<i>2d Term</i>
180-181. Transportation	3	3
201. Seminar in Public Administration	3	
203. Seminar in Public Personnel Administration		3
204. The Governmental Process	3	
221. Seminar in Federal Administration	3	
225. Management of Public Business Enterprises		3
233. Management Surveys: Organization and Methods....		3
245. Governmental Fiscal Management		3
275. Procurement	3	
The American Presidency (Govt. 216)		3
Taxation (Agr. Econ. 138)	3	
Federal Public Finance (Econ. 502)		3
Bureaucratic Organizations (Soc. 304).....		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.

The requirements for the finance concentration include the courses listed below. By inclusion of electives in other areas of instruction, greater emphasis may be placed on certain specialized phases of the subject. BPA 214, Tax Accounting, and BPA 220, Public Utilities, are strongly urged for students interested in investment analysis and management.

	1st Term	2d Term
140. Finance		3
*215. Financial Accounting	3	
*240. Analysis of American Industries	3	
243. Financial Management	3	
244. Investment Management		3
*246. Financial Institutions and Capital Markets		3
*247. Investment in Government Securities		3

*Optional: three courses required.

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 will elect second-year work, with the approval of his adviser, from among the following courses:

	1st Term	2d Term
210. Cost Accounting	3	
214. Tax Accounting		3
215. Financial Accounting	3	
217. Governmental Accounting	3	
225. Management of Public Business Enterprises		3
243. Financial Management	3	
244. Investment Management		3
245. Governmental Fiscal Management		3
246. Financial Institutions and Capital Markets		3
247. Investment in Government Securities		3
275. Procurement	3	
Taxation (Agr. Econ. 138)	3	
Federal Public Finance (Econ. 575)		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* is designed to prepare students for the rapidly expanding role of the modern hospital administrator operating under either private or governmental auspices.

While individuals with work experience in this and related fields will not be excluded, the program is oriented primarily toward those from the age group of twenty-four to thirty, whose undergraduate or other professional work has been but recently completed.

The general framework of this concentration is built around two years of work in residence, to be followed by another in field training. *THE PROGRAM IN RESIDENCE*. . . The work in residence is built around four main categories of materials, outlined below. In general, the student will take the largest part of his work in categories 1 and 3 during his first year and in 2 and 4 during his second. Those whose previous education and experience have included a portion of 1 and 2 will have opportunity for a more than usual concentration upon 3. Similarly, those whose prior professional training has equipped them in much of 3 will be able to give greater weight to 1 and 2. All students, whatever their background, would give equal attention to category 4. These categories are as follows:

1. *General administrative practice*. This includes work in organization, human relations, supervision, communication, policy formulation, planning, control, and administrative behavior. Taught primarily by the case method, courses in this category draw heavily upon existing courses, which are already designed for relatively universal administrative application.

2. *Specific management practice*. This includes more specialized course work in finance, statistics, accounting, procurement, material and cost control, methods analysis, personnel management and industrial and community relations, capital budgeting, and plant maintenance. In addition, attention will be given to the development—with considerable emphasis upon case materials—of skills in conducting staff meetings and problem-solving conferences, and to the acquisition of skills in oral and written reporting.

3. *Health program*. This work is designed to familiarize the administrative generalist with broad community patient-care needs, and the general methodologies, equipment, objectives, values, and behavior patterns of the several professional groups involved in the work of the hospital. Those not prepared in this area from previous education will receive an orientation in medicine, psychiatry, nutrition, social service, and related specializations. This work will also provide students with an appropriate understanding of the social and economic aspects of medical care.

4. *Hospital practice*. This is capstone work designed to apply general administrative knowledge and practice to the specialized situation of the hospital. It covers such problems of hospital organization and management as involve nursing service, purchasing, maintenance, social service, dietary and medical services, and admitting procedures. This work is conducted largely through seminars and practical field work in hospitals.

FIELD TRAINING. . . Academic work is enhanced by carefully supervised field training, and the third year of work in the hospital admin-

istration program will consist of such field work in selected hospitals. During this year the progress of the student is reviewed jointly with the student and his supervisor, and at the end of the year the student is brought back to the university for a final analysis of both his academic and his field training experience.

FURTHER INFORMATION. . . See also the first section of this publication for information concerning the "Sloan Institute of Hospital Administration." For further details concerning the content of the degree program in hospital administration, write directly to the Director, Sloan Institute of Hospital Administration, in care of this School.

INTERNATIONAL ADMINISTRATION

(M.P.A. Degree)

With the assumption of new American responsibilities in other parts of the world has come an increasing demand for persons trained in the politics and administration of international programs. This includes opportunities not only in the United Nations but in its specialized administrative agencies and, more particularly, in the United States' own extensive foreign programs, in the administration of economic aid, technical assistance, and foreign policy in general.

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

	1st Term	2d Term
201. Seminar in Public Administration	3	
203. Seminar in Public Personnel Administration		3
204. The Governmental Process	3	
206. Overseas Administration	3	
207. International Administration		3
208. Comparative Public Administration	3	
222. Comparative Business Administration	3	
233. Management Surveys: Organization and Methods.....		3
245. Governmental Fiscal Management		3
266. Foreign Marketing		3
International Law (Govt. 441-442)	3	3
International Economic Development, Theory and Policy (Econ. 701-702)	3	3
Comparative Economic Systems: Soviet Russia (ILR 341) ..	3	
Bureaucratic Organizations (Soc. 304).....		3

MANAGERIAL ECONOMICS

(M.B.A. or M.P.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 a student 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 130, Managerial Economics, and BPA 232, Private Enterprise and Public Policy, both of which are required of all students, is relevant to this concentration. In addition, to fulfill the requirements of this concentration, a student must plan to take during his first and second years 21 hours of work, to be selected with the guidance of his adviser from among the following:

1st Term 2d Term

120. Development of the American Economy and Business Enterprise	3	
121. Recent Economic and Business Changes		3
230. Business Policy and Economic Instability	3	
231. Competitive Behavior and Public Policy		3
240. Analysis of American Industries	3	
246. Financial Institutions and Capital Markets		3
*—, Graduate Seminars in Economics	3	and 3

*This work may be selected from among appropriate graduate seminars in the Department of Economics of the College of Arts and Sciences.

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 pro-

motional 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. Requirements of this concentration are listed below.

	1st Term	2d Term
160. Marketing	3	
262. Marketing Research	3	
269. Marketing Seminar		3
*261. Sales Management		3
*263. Retailing		3
*264. Advertising Management	3	
*266. Foreign Marketing		3
*275. Procurement	3	
†200. Business Policy Formulation	3	
†202. Human Relations in Administration	3	
†209. Small Business Management		3
†222. Comparative Business Administration	3	
†230. Business Policy and Economic Stability	3	
†231. Competitive Behavior and Public Policy		3

*Optional: two courses required.

†Optional: two courses required.

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

This concentration in *personnel relations* 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 including, with the approval of a student's adviser, (1)

three courses from among those listed immediately below and (2) three additional courses, selected from those listed below and from among the wide range of graduate courses in or related to personnel relations offered in other divisions of the University, and especially in the School of Industrial and Labor Relations. For example, courses are available in labor union history and administration, industrial education, labor market economics, industrial psychology, various aspects of collective bargaining, social security, wage and salary administration, job analysis, and human relations.

	1st Term	2d Term
101. Personnel Management	3	or 3
202. Human Relations in Administration	3	
203. Seminar in Public Personnel Administration		3
255. Seminar in Business and Industrial Personnel.....	3	
Collective Bargaining, Mediation, and Arbitration (ILR 500)	3	or 3

PRODUCTION (M.B.A. or M.P.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 has 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. Thirdly, 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*, atten-

tion 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.

The requirements for the *production* concentration can be fulfilled by either of two programs, one applicable to nonengineers and the other suitable for students with an engineering background.

THE PROGRAM FOR NONENGINEERS. . . In the case of students with an undergraduate background other than engineering, it should be emphasized at the outset that it is entirely feasible to elect a *production* concentration. There are increasing opportunities, particularly in production situations where the technical content of the business is not high, where there are distinct advantages to a more liberal background. This is especially true for individuals concerned with productive effort from a governmental point of view. And even in situations where the work is technical in nature, it is perfectly reasonable for the student to expect to acquire the necessary technical knowledge on the job. For students with a nontechnical background, a *production* concentration should include at least 15 hours selected from the following courses plus at least three additional hours from among relevant production work offered in the University, subject to the approval of an adviser:

	1st Term	2d Term
170. Elements of Production—I.....	3	
171. Elements of Production—II.....		3
270. Factory Management	3	
271. Manufacturing Policy Determination		3
272. Manufacturing Analysis		3
275. Procurement	3	
Production Control (Eng. 3265)		3

THE PROGRAM FOR STUDENTS WITH PRIOR WORK IN ENGINEERING. . . A *production* concentration may be specially designed for a student with an engineering background, with the approval of his adviser. For example, a suitable concentration might be developed by substituting appropriate engineering courses for BPA 170 and 171. The completion of such a program would then require, in addition, BPA 270, 271, 272 and at least one engineering course approved by the adviser. Any such special program should include from 15 to 21 hours of work.

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

This concentration is designed for students interested in careers in the transportation industries, in traffic management, and in the public regulation and operation of transportation.

All students must take BPA 180-181, Transportation, in their first year.

For M.B.A. candidates the other requirements for this concentration are as follows:

	<i>1st Term</i>	<i>2d Term</i>
200. Business Policy Formulation	3	
220. Public Utilities	3	
225. Management of Public Business Enterprises		3
280. Transportation Seminar		3
281. Industrial Traffic Management		3
282. Air Transportation Seminar	3	

To complete the program the student may elect such courses as meet his particular needs. Among those which have particular relevance are the advanced courses in accounting; BPA 209, Small Business Management; BPA 233, Management Surveys: Organization and Methods; BPA 230, Business Policy and Economic Instability; BPA 243, Financial Management; BPA 236, Financial Institutions and Capital Markets; BPA 151, The Law of Commercial Transactions; BPA 261, Sales Management; BPA 269, Marketing Seminar; and BPA 202, Human Relations in Administration. Work in personnel and in collective bargaining is available in both this School and the School of Industrial and Labor Relations.

Candidates for the M.P.A. degree must take either Constitutional or Administrative Law but need not take BPA 150, Introduction to Business Law. Electives which have special relevance for such students, in addition to many of those previously mentioned are BPA 203, Seminar in Public Personnel Administration; BPA 218-219, Municipal Administration; BPA 208, Comparative Public Administration; and BPA 221, Seminar in Federal Administration.

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

IN 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

110. PRINCIPLES OF ACCOUNTING. First term. Credit three hours. Mr. Shannon. Examinations as necessary, T, W, or Th, 7-9 p.m.

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. MANAGERIAL ACCOUNTING. Second term. Credit three hours. Mr. Thomas. Examinations as necessary, T, W, or Th, 7-9 p.m.

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.

112. ADVANCED ACCOUNTING. First term. Credit three hours. Mr. Thomas.

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 or equivalent.

113. ADVANCED ACCOUNTING. Second term. Credit three hours. Mr. Thomas.

Accounting for partnerships; consignments; branch and home office relationships; insurance; consolidated statements; foreign exchange; estates and trusts; reorganizations; realization and liquidation proceedings. *Prerequisite:* Accounting 112.

210. COST ACCOUNTING. First term. Credit three hours. Mr. Thomas.

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 or equivalent.

212. COST AND BUDGETARY CONTROL. Second term. Credit three hours.

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 210.

213. *ACCOUNTING THEORY*. First term. Credit three hours. Mr. Thomas.

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 or its equivalent.

214. *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 or equivalent.

215. *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 or its equivalent.

216. *AUDITING PROCEDURE*. Second term. Credit three hours. Mr. Maxfield.

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 112.

217. *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, or consent of instructor.

ADMINISTRATIVE PROCESS

100. *INTRODUCTION TO ADMINISTRATION*. First term. Credit three hours. Messrs. Litchfield and Thompson.

Study of the principles, processes, and practices of administration common to governmental, business, and other large-scale enterprises. Primary emphasis is placed upon policy formation; management of organizational, financial, personnel, and material resources; and the dynamics of direction, control, communication, and coordination. The course emphasizes the significance of various management functions for the total administrative process, rather than attempting to "survey" the field. It provides a common body of knowledge and concepts upon which the more specialized courses in business and public administration are based. Each subject is presented through the use of the descriptive literature of the field and is illustrated by the use of selected case materials drawn from both business and public management.

200. *BUSINESS POLICY FORMULATION*. First term. Credit three hours. Mr. Thurlby.

This course is 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 organiza-

tion to carry out plans; and reappraising objectives and policies in the light of changing conditions. *Prerequisite:* Course 100.

201. *SEMINAR IN PUBLIC ADMINISTRATION*. First term. Credit three hours. Mr. Van Riper.

The purpose of this course 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.

204. *THE GOVERNMENTAL PROCESS*. First term. Credit three hours. Mr. Van Riper.

Analysis of the basic organizational structure of the American governmental system, with emphasis on the problems of centralization and decentralization, of intergovernmental relations, and of effective governmental and administrative action at various levels of American government. *Prerequisite:* Course 100 or consent of the instructor.

205. *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.

206. *OVERSEAS ADMINISTRATION*. First term. Credit three hours.

Analysis of the planning, staffing, organization, and operational problems encountered in the administration of the United States' growing overseas responsibilities. *Prerequisite:* Course 100.

207. *INTERNATIONAL ADMINISTRATION*. Second term. Credit three hours.

An analysis of the administrative organization, processes, and practices of the agencies of the United Nations and of selected *ad hoc* international bodies. The seminar is intended primarily for students of the administrative process and for those whose professional work may bring them into contact with the executive agencies charged with international responsibilities. *Prerequisite:* Course 100.

208. *COMPARATIVE PUBLIC ADMINISTRATION*. First term. Credit three hours.

An analysis of the administrative process in selected European and American governments. Especial attention will be given to the difference between democratic and totalitarian countries. The course will conclude with an appraisal of administrative practice and its relation to democratic organization in the modern world. *Prerequisite:* Course 100 and some orientation in comparative governments, comparative law, or comparative economic practice and organization.

209. *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.

218-219. *MUNICIPAL ADMINISTRATION*. Throughout the year. Credit three hours a term. Mr. Hillhouse.

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

220. *PUBLIC UTILITIES*. First term. Credit three hours. Mr. Holmes.

The purpose of this course 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 studied 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.

221. *SEMINAR IN FEDERAL ADMINISTRATION*. First term. Credit three hours. Mr. Rankin.

Study and analysis of major administrative areas and problems of the national government, including such topics as the administrative role of the President, governmental organization and reorganization, the civil service and personnel management, regulatory administration, and the reconciliation of freedom with the administrative state. *Prerequisite*: Course 100.

222. *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.

223. *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.

225. *MANAGEMENT OF PUBLIC BUSINESS ENTERPRISES*. Second term. Credit three hours. Mr. Hillhouse. Offered alternate years. Not given in 1956-1957.

A study of the special management problems arising in a growing area of enterprises governed by a combination of business and public management principles. Case material is drawn from public transit systems, the Port of New York Authority, power utilities including TVA, state turnpike and thruway authorities, and municipally owned utilities. Attention is also given to the investment aspects of revenue and authority bonds.

233. *MANAGEMENT SURVEYS: ORGANIZATION AND METHODS*. Second term. Credit three hours. Mr. Van Riper.

Concerns the problem of evaluating the organization and procedures of an established enterprise or governmental agency—especially from the standpoint of the outside consultant or consulting firm—and of recommending improvements. Consideration is given to such matters as the organization for management surveys, survey techniques, procedural analysis, work flow and work distribution analysis,

work measurement, formulating recommendations, selling and carrying out of recommendations. *Prerequisite:* Course 100.

234. ADMINISTRATIVE APPLICATIONS OF HIGH-SPEED COMPUTERS. Second term. Credit three hours.

This course will consider the application of high-speed electronic computers to administrative problems. Course will include 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.

235. SEMINAR IN MILITARY MANAGEMENT AND CIVIL-MILITARY RELATIONS. Second term. Credit three hours. Mr. Van Riper.

This course is 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.

238. SEMINAR IN ORGANIZATIONAL BEHAVIOR. Second term. Credit three hours. Mr. Thompson. Offered alternate years. To be given in 1956-1957.

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.

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.

SEMINAR IN PROBLEMS OF PUBLIC ADMINISTRATION (Govt. 285). First term. Credit three hours. Mr. Dotson.

BUREAUCRATIC ORGANIZATIONS (Soc. 304). Second term. Credit three hours. Mr. Thompson.

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.

AGRICULTURAL MANAGEMENT

285-286. SEMINAR IN MANAGEMENT OF AGRICULTURAL INDUSTRIES. Throughout the year. Credit three hours a term. Mr. McConnell.

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.

ECONOMIC AND BUSINESS HISTORY

120. *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 1790–1890. 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.

121. *RECENT ECONOMIC AND BUSINESS CHANGES*. Second term. Credit three hours. Mr. Hutchins.

A continuation of Course 120 covering the period since 1890. Dominant attention is centered on the rise of big business and on the resulting problems of monopoly, competition, discrimination, financing, management, and public regulation. Characteristic types of business promotion and management are discussed through the case method. Attention is also given to major factors of national economic strength, including power production, technological development, transportation facilities and policy, public and private finance, and foreign trade and investment. Course 120 is not a prerequisite.

ECONOMICS AND POLICY

130. *MANAGERIAL ECONOMICS*. Second term. Credit three hours. Mr. de Chazeau.

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.

230. *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 130 or its equivalent.

231. *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 230.

232. *PRIVATE ENTERPRISE AND PUBLIC POLICY*. Second term. Credit three hours. Mr. Corson.

This course deals with the interrelationships of business, labor, and government, particularly with respect to the determination of public policy on matters involving our free enterprise economy. Special consideration will be given to the fundamental administrative problem of balancing interest against interest, evaluation of one point of view against another, and the bringing of integration into administrative decision out of a conflict of views and values in a democratic society. *Prerequisite:* Course 100.

FINANCE

140. *FINANCE*. Second term. Credit three hours. Mr. Nilsson.

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.

240. *ANALYSIS OF AMERICAN INDUSTRIES*. First term. Credit three hours. Mr. de Chazeau.

Emphasis is placed on individual research in the economic, technological, and institutional factors that shape the development of industries. Each student will be required to prepare a comparative written analysis of a group of firms within an industry, chosen with the approval of the instructor. Different industries, generally outside the fields of public utilities, railroads, and finance, will be assigned to each student. Each participant will appraise the long-term investment prospects of his selected firms. The class will be responsible for a general knowledge and critical appraisal of all industries covered. *Prerequisite:* Course 130 or equivalent.

243. *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 140.

244. *INVESTMENT MANAGEMENT*. Second term. Credit three hours. Mr. Nilsson.

A course of study in 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 of study include the organization and functioning of underwriting firms, methods of security distribu-

tion, 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 140.

245. *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.

246. *FINANCIAL INSTITUTIONS AND CAPITAL MARKETS*. Second 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 140.

247. *INVESTMENT IN GOVERNMENT SECURITIES*. Second term. Credit three hours. Mr. Hillhouse. Offered alternate years. To be given in 1956-1957.

This course emphasizes 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. 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 140 or 245.

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.

40S. *THE CORPORATION*. Second term. Credit three hours. Mr. Holmes.

The course seeks to explore selected questions pertaining to the corporation, among which are the following: 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?

This course is 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

(NOTE: Commencing with the fall term of 1956-1957 there will be offered appropriate courses for a concentration in *hospital administration*. However, the names,

numbers, and descriptions of such special courses as would be primarily oriented toward hospital administration had not been fully outlined by the time this Announcement went to press. For further details concerning any aspect of the program in hospital administration, write directly to the Director, Sloan Institute of Hospital Administration, in care of this School, McGraw Hall.)

LAW

150. 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.

151. 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 150.

250. 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 150.

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. The course also treats 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. Cushman.

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. Cushman.

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 centers 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.

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.

MARKETING

160. *MARKETING*. First term. Credit three hours. Mr. Rathmell.

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 the 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.

261. *SALES MANAGEMENT*. First 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.

262. *MARKETING RESEARCH*. Second term. Credit three hours. Mr. Rathmell.

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 160 and Statistics.

263. *RETAILING*. Second term. Credit three hours. Miss Canoyer. Offered alternate years. To be given in 1956-1957.

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 160.

264. *ADVERTISING MANAGEMENT*. First term. Credit three hours.

An appraisal of advertising as a management tool in the marketing of consumers' 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 160.

266. *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 characteristics; 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 160.

269. *MARKETING SEMINAR*. Second term. Credit three hours. Mr. Rathmell.

A consideration of important current problems in the field of distribution 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:* Courses 160 and 262.

PERSONNEL AND HUMAN RELATIONS

101. *PERSONNEL MANAGEMENT*. 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; second term course given primarily for first-year students.

202. *HUMAN RELATIONS IN ADMINISTRATION*. First term. Credit three hours. Mr. Van Riper.

This course deals with 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.

203. *SEMINAR IN PUBLIC PERSONNEL ADMINISTRATION*. Second term. Credit three hours. Mr. Rankin.

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.

255. *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.

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

(NOTE: 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 of the College of Arts and Sciences and in the School of Education.)

PRODUCTION

170. *ELEMENTS OF PRODUCTION—I*. First term. Credit three hours. Mr. Gilmore.

This course stresses the importance of basing administrative decisions in the production area on a knowledge of operating problems and difficulties. 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.

171. *ELEMENTS OF PRODUCTION—II*. Second term. Credit three hours. Mr. Gilmore.

The purposes of this course are to help the student develop a useful approach to the handling of production management problems and to explore such production management functions as process analysis and organization, the control of production operations, incentive wages and wage administration. Attention is focused on decision-making within this broad framework. *Prerequisite*: Course 170 or equivalent.

270. *FACTORY MANAGEMENT*. First term. Credit three hours. Mr. Gilmore.

This course is concerned with 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 171 or equivalent.

271. *MANUFACTURING POLICY DETERMINATION*. Second term. Credit three hours. Mr. Gilmore.

This course stresses 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. 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 171 or equivalent.

272. *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*: Courses 170 and 171 or equivalent, or consent of the instructor.

275. *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.

METHODS ENGINEERING (Eng. 3262). First and second terms. Credit three hours. One lecture and two laboratory periods a week.

Design of operations and jobs; analytical techniques and factors influencing creation and selection of optimum designs from alternatives; work measurement techniques including stop-watch time study and predetermined motion times as

used for evaluation of design, control of operations, wage standards, etc. *Prerequisite:* Eng. 3241 or equivalent.

PRODUCTION ENGINEERING (Eng. 3263-3264). First and second terms. Credit three hours a term. One lecture and two laboratory periods a week.

The first term of work considers principles of engineering economy as analytical tools in examination of alternatives; analysis of product design from standpoint of manufacturing; determination of methods of processing and assembly, i.e., machine, tool, jig, and fixture requirements. The second term of work considers the analysis and design of integrated manufacturing systems; principles of materials handling, plant layout, production scheduling, and inventory control. Emphasis on the interdependency of engineering and control functions. *Prerequisites:* Courses 170, 171, and work in cost accounting; and consent of the instructor.

PRODUCTION CONTROL (Eng. 3265). Second term. Credit three hours.

Programming manufacturing operations; production forecasting, scheduling, dispatching, follow-up; inventory control; linear programming and statistical methods as techniques to establish decision rules for these functions. *Prerequisites:* Statistics, cost accounting, Eng. 3264 or equivalent; and consent of the instructor.

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 in this course is permitted second-year students only on approval of the student's adviser, the faculty member involved, and the Dean.

020. INFORMATION SOURCES IN ADMINISTRATION. First and second terms. Credit two hours for one term only. Mr. Wasserman.

This course provides an introduction to the wide range of published and non-published sources of management information, with the emphasis upon an appraisal of key publications and bibliographical tools. It offers training in the methods and techniques of locating factual, authoritative data on the administrative process and the specialized subject fields and suggests means for interpreting and applying the information toward the solution of specific problems.

021. RESEARCH IN BUSINESS AND PUBLIC ADMINISTRATION. Second term. Credit two hours. Mr. Wasserman.

The objective of this course 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 020, or permission of the instructor.

METHODS OF RESEARCH IN THE BEHAVIORAL SCIENCES (Soc. 201-202). Throughout the year. Credit three hours a term. Messrs. Bronfenbrenner, Dean, Devereux, Moe, Suchman, Williams, Whyte, and other members of cooperating departments.

An interdepartmental course given cooperatively by the staffs of the departments and schools interested in coordinated research training. Concerns basic scientific methods used in current research upon human behavior. Course will include the survey method, unstructured interviewing, participant field observation, content analysis, controlled and semicontrolled experiments, and the analysis of documents. Lectures, demonstrations, case materials, laboratory and field sessions. *Prerequisites:* Open to upperclass majors and graduate students. First term prerequisite to the second.

STATISTICS

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.

TRANSPORTATION

180. *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.

181. *TRANSPORTATION*. Second term. Credit three hours. Mr. Hutchins.

A continuation of Transportation 180. 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 180.

280. *TRANSPORTATION SEMINAR*. First term. Credit three hours. Mr. Hutchins.

Study and individual research in selected problems in transportation. *Prerequisite*: Transportation 180-181, or consent of the instructor.

281. *INDUSTRIAL TRAFFIC MANAGEMENT*. Second term. Credit three hours. Messrs. Hutchins and Patterson.

A study of the problems involved in the management of traffic operations in industry. Among the topics covered are the terms and meaning of documents, the responsibilities of carriers, applicable freight charges, routing and misrouting of freight, loss and damage, delivery, delay and demurrage, terminal count, treatment of perishables, and storage rules and charges. Particular attention is given to commission and court decisions in such matters. *Prerequisites*: Courses 180 and 181.

282. *AIR TRANSPORTATION SEMINAR*. First term. Credit three hours. Mr. Wright.

A study of some of the special problems of air transportation. *Prerequisites*: Course 180.

NUMERICAL INDEX OF COURSES

<i>Designation</i>	<i>Title</i>	<i>Described under:</i>
BPA 010	Directed Reading & Research	Special Studies & Research
BPA 020	Information Sources in Administration	Special Studies & Research
BPA 021	Research in Business & Public Administration	Special Studies & Research
BPA 40S	The Corporation	Finance
BPA 100	Introduction to Administration	Administrative Process
BPA 101	Personnel Management	Personnel & Human Relations
BPA 110	Principles of Accounting	Accounting
BPA 111	Managerial Accounting	Accounting
BPA 112	Advanced Accounting	Accounting
BPA 113	Advanced Accounting	Accounting
BPA 120	Development of the American Economy & Business Enterprise	Economic & Business History
BPA 121	Recent Economic & Business Changes	Economic & Business History
BPA 130	Managerial Economics	Economics & Policy
Agr Ec 138	Taxation	Finance
BPA 140	Finance	Finance
BPA 150	Introduction to Business Law	Law
BPA 151	Law of Commercial Transactions	Law
BPA 160	Marketing	Marketing
BPA 170	Elements of Production—I	Production
BPA 171	Elements of Production—II	Production
BPA 180	Transportation	Transportation
BPA 181	Transportation	Transportation
BPA 200	Business Policy Formulation	Administrative Process
BPA 201	Seminar in Public Administration	Administrative Process
Soc 201-2	Methods of Research in the Behavioral Sciences	Special Studies & Research
BPA 202	Human Relations in Administration	Personnel & Human Relations
BPA 203	Seminar in Public Personnel Administration	Personnel & Human Relations
BPA 204	The Governmental Process	Administrative Process
BPA 205	State Administration	Administrative Process
BPA 206	Overseas Administration	Administrative Process
BPA 207	International Administration	Administrative Process
BPA 208	Comparative Public Administration	Administrative Process
BPA 209	Small Business Management	Administrative Process
BPA 210	Cost Accounting	Accounting
BPA 212	Cost & Budgetary Control	Accounting
BPA 213	Accounting Theory	Accounting
BPA 214	Tax Accounting	Accounting
BPA 215	Financial Accounting	Accounting
BPA 216	Auditing Procedure	Accounting
BPA 217	Governmental Accounting	Accounting
BPA 218-19	Municipal Administration	Administrative Process
BPA 220	Public Utilities	Administrative Process
BPA 221	Seminar in Federal Administration	Administrative Process
BPA 222	Comparative Business Administration	Administrative Process
BPA 223	Advanced Business Management	Administrative Process
BPA 225	Management of Public Business Enterprises	Administrative Process
BPA 230	Business Policy & Economic Instability	Economics & Policy
BPA 231	Competitive Behavior & Public Policy	Economics & Policy
BPA 232	Private Enterprise & Public Policy	Economics & Policy
BPA 233	Management Surveys: Organization & Methods	Administrative Process

<i>Designation</i>	<i>Title</i>	<i>Described under:</i>
BPA 234	Administrative Applications of High Speed Computers	Administrative Process
BPA 235	Seminar in Military Management & Civil-Military Relations	Administrative Process
Agr Ec 236	Problems in Public Administration	Administrative Process
Agr Ec 237	Administration of Public Agricultural Programs	Agricultural Management
Govt 237	The Administrative Process	Law
BPA 238	Seminar in Organizational Behavior	Administrative Process
BPA 240	Analysis of American Industries	Finance
Govt. 241	Constitutional Law: The American Federal System	Law
Govt 242	Constitutional Law: Fundamental Rights & Immunities	Law
BPA 243	Financial Management	Finance
BPA 244	Investment Management	Finance
BPA 245	Governmental Fiscal Management	Finance
BPA 246	Financial Institutions & Capital Markets	Finance
BPA 247	Investment in Government Securities	Finance
BPA 250	Law of Business Associations	Law
BPA 255	Seminar in Business & Industrial Personnel	Personnel & Human Relations
BPA 261	Sales Management	Marketing
BPA 262	Marketing Research	Marketing
BPA 263	Retailing	Marketing
BPA 264	Advertising Management	Marketing
BPA 266	Foreign Marketing	Marketing
BPA 269	Marketing Seminar	Marketing
BPA 270	Factory Management	Production
BPA 271	Manufacturing Policy Determination	Production
BPA 272	Manufacturing Analysis	Production
BPA 275	Procurement	Production
BPA 280	Transportation Seminar	Transportation
BPA 281	Industrial Traffic Management	Transportation
BPA 282	Air Transportation Seminar	Transportation
BPA 285-6	Seminar in Management of Agricultural Industries	Agricultural Management
Govt 285	Seminar in Problems of Public Administration	Administrative Process
Soc 304	Bureaucratic Organizations	Administrative Process
Econ 402	Collective Bargaining	Personnel & Human Relations
ILR 500	Collective Bargaining	Personnel & Human Relations
Econ 502	Federal Public Finance	Finance
ILR 510	Economic & Social Statistics	Statistics
ILR 560	Personnel Administration	Personnel & Human Relations
ILR 610	Economic Statistics	Statistics
ILR 660-61	Seminar in Personnel Administration	Personnel & Human Relations
Eng 3262	Methods Engineering	Production
Eng 3263-4	Production Engineering	Production
Eng 3265	Production Control	Production
Law School	Administrative Law	Law
Law School	Constitutional Law	Law

THE STUDENT BODY*

AS THE student rosters shown below indicate, the student body of the Graduate School of Business and Public Administration represents widely diversified backgrounds when considered from almost any point of view.

Approximately 250 students were enrolled in the School during the academic year of 1955-1956. Nearly 47 per cent of this student group held degrees from institutions other than Cornell, while 24 per cent held and another 29 per cent anticipated Cornell degrees. However, a number of Cornell degree holders had taken some work in institutions other than Cornell.

While approximately 58 per cent of the student body did undergraduate work in liberal arts, the remaining 42 per cent had received or anticipated receiving undergraduate degrees in agriculture, engineering, hotel administration, law, home economics, business administration, and other specialties.

Foreign students totaled 21, from 16 different countries; 59 students were married; 92 were veterans; and 8 were women. The grand total includes a very few provisional candidates for degrees as well as those Ph.D. candidates with their major subject in this School. A number of Master's and Ph.D. candidates with only a minor subject in this School have, however, not been listed in the following rosters nor counted in the above statistics.

*As of Jan. 1, 1956.

CANDIDATES FOR THE DOCTOR OF PHILOSOPHY DEGREE

Baird, Robert Eugene, B.A., 1940, Wichita Univ.; M.B.A., 1941, Northwestern Univ.	Wichita, Kans.
Basi, Raghbir Singh, B.A., 1952, B.S.W., 1953, Univ. of British Columbia; M.P.A., 1954, Harvard Univ.	Ram Raj-Muzzaffar Nagar, U.P., India
Cook, Kenneth Ellis, B.A., 1952, M.B.A., 1953, Cornell Univ.	Great Neck, N.Y.
Cotter, Conrad Patrick, B.A., 1952, Univ. of California; M.P.A., 1955, Cornell Univ.	Seattle, Wash.
Lipetz, Ben-Ami, B.M.E., 1948, Cornell Univ. (on leave)	Columbus, O.
Patterson, James Milton, B.S., 1948, U.S. Merchant Marine Academy; M.B.A., 1954, Cornell Univ.	Ithaca, N.Y.
Ridgway, Valentine Fenton, B.S., 1948, Univ. of Missouri; M.S., 1950, Univ. of Missouri	Ithaca, N.Y.
Silander, Fred Sulo, B.S., 1949, Univ. of New Hampshire; M.A., 1952, Univ. of New Hampshire	Newport, N. H.

Woolf, Donald Austin, B.S., 1952, Kansas State College (on leave) . . . Manhattan, Kans.
 Youngblood, J. M. Kinney, B.A., 1929, Univ. of Arkansas; M.P.A., 1953,
 Univ. of Southern California (on leave) Chickasha, Okla.

CANDIDATES FOR THE MASTER'S DEGREE, 1956

Abelson, Hirschel Bressler, B.S., 1955, Cornell University. Atlanta, Ga.
 Bedrossian, Guy Hachik, B.A., 1955, Cornell Univ. Hartford, Conn.
 Beningoso, Henry Daniel, B.M.E., 1955, Cornell Univ. Philadelphia, Pa.
 Birkmayer, Harold Drumm, B.A., 1952, Cornell Univ. Kinderhook, N.Y.
 Bliss, Harlan Berkley, B.S., 1954, Bucknell Univ. Lewisburg, Pa.
 Bock, Dean Frederic, B.A., 1952, Cornell Univ. Watertown, N.Y.
 Borneman, Herman Francis, B.S., 1952, Lehigh Univ. S. Orange, N.J.
 Boyle, William Pickard, Jr., B.S., 1955, Cornell Univ. Ossining, N.Y.
 Browne, Michael Joseph, B.S., 1955, Cornell Univ. Ithaca, N.Y.
 Bugler, Arthur George, B.Chem.E., 1955, Cornell Univ. Hinsdale, Ill.
 Cecil, Richard Carlisle, B.S., 1952, Univ. of Delaware Wilmington, Dela.
 Cheney, Peter Laughlin, B.A., 1954, Wesleyan Univ. Augusta, Me.
 Colson, Gerald Edwin, B.A., 1954, Bard College Geneseo, N.Y.
 Corcoran, James Joseph, B.A., 1952, Villanova Univ. Brooklyn, N.Y.
 Dinge, David Alan, B.S., 1955, Cornell Univ. S. Orange, N.J.
 Dye, Richard Wilder, B.A., 1952, Cornell Univ. Ithaca, N.Y.
 Ellis, Thomas York, B.A., 1955, Cornell Univ. Painesville, O.
 Evans, Roger Jackson, Jr., B.E., 1952, Yale Univ. Trenton, N.J.
 Fellman, Edward Dean, Jr., B.A., 1955, Cornell Univ. Milwaukee, Wis.
 FitzGerald, John Woodward, B.A., 1926, M.E., 1928, M.M.E., 1929, Ph.D.,
 1949, Cornell Univ. Ithaca, N.Y.
 Hartmann, Walter Conrad, B.S., 1954, Babson Inst. Rochester, N.Y.
 Harvey, Melvin George, B.A., 1952, Cornell Univ. Newburgh, N.Y.
 Hill, Peter William, B.S., 1955, Cornell Univ. Saugerties, N.Y.
 Hongo, Fukusaburo, B.S., 1952, Meiji Gakuin Univ. Tokyo, Japan
 Hoornbeek, Louis Arthur, B.A., 1952, Union College Ellenville, N.Y.
 Houston, Henry Darby, B.A., 1952, Princeton Univ. Troy, N.Y.
 Huff, Ernest Robert, B.S., 1951, Univ. of Rochester Batavia, N.Y.
 James, William Gilbert, Jr., B.A., 1954, Kenyon College Brooklyn, N.Y.
 Jones, David Post, B.A., 1951, Wesleyan Univ. W. Hartford, Conn.
 Kennedy, George Maxwell, B.M.E., 1953, Cornell Univ. Grosse Pointe, Mich.
 Kirsch, Harry Richard, B.S., 1954, Cornell Univ. Newfane, Vt.
 LaLonde, William Salem, III, B.C.E., 1955, Cornell Univ. Short Hills, N.J.
 Leary, Robert Michael, B.S., 1951, St. Bonaventure Univ. Ithaca, N.Y.
 Magnusson, Lars Harold, Certif., 1953, College of Commerce,
 Leeds, England Stockholm, Sweden
 Marx, Paul Henry, B.A., 1950, Duke Univ. Atlanta, Ga.
 Meadows, Miles Whitman, LL.B., 1948, John Marshall Law School . . Little Rock, Ark.
 Metzger, Roger Murray, B.S., 1955, Cornell Univ. New York, N.Y.
 Meyer, Donald Drake, B.S., 1955, Cornell Univ. Clayton, Mo.
 Miller, John Strother, IV, B.S., 1955, Cornell Univ. Ithaca, N.Y.
 Ottolenghi, Roberto, B.A., 1953, Bard College Quito, Ecuador
 Palmer, David Clark, B.A., 1952, College of Wooster Lockport, N.Y.
 Peshkin, Richard Andrew, B.A., 1953, Cornell Univ. Great Neck, N.Y.
 Platt, Charles Edward, B.A., 1952, Cornell Univ. Auburn, N.Y.
 Porter, James Colin, B.S., 1955, Cornell Univ. Harrogate, England
 Randolph, Rane Fritz, B.S., 1952, Cornell Univ. Ithaca, N.Y.

Reichenbach, Alan Frederic, B.M.E., 1955, Cornell Univ.	Middlebury, Conn.
Rosenthal, Irving, B.A., 1952, City College of N. Y.	New York, N.Y.
Rowley, Jean Francis, B.S., 1954, Cornell Univ.	Saratoga Springs, N.Y.
Rudolph, George Joseph, B.A., 1954, Ohio Wesleyan Univ.	Shaker Heights, O.
Scazzero, William Francis, B.S., 1952, Cornell Univ.	Ithaca, N.Y.
Schacht, Robert, B.B.A., 1954, City College of N. Y.	Brooklyn, N.Y.
Skeen, John Hall, B.M.E., 1955, Cornell Univ.	Greenwich, Conn.
Sparrow, Frederick Tomlinson, B.S., 1953, Univ. of Michigan....	Ann Arbor, Mich.
Speiden, Clement Leith, B.M.E., 1950, Cornell Univ.	Montreal, Canada
Strong, Stewart Sherwood, Jr., B.M.E., 1955, Cornell Univ.	Cuyahoga Falls, O.
Tamari, Ludwig Wahbe, B.B.A., American Univ., Beirut.....	Beirut, Lebanon
Taniguchi, Yuichiro, LL.B., 1953, Kyoto Univ.	Osaka, Japan
Tetz, Frank Floren, B.A., 1955, Cornell Univ.	Elmira, N.Y.
Thomas, Arthur Lawrence, B.A., 1952, Cornell Univ.	Ithaca, N.Y.
Torrey, James Eugene, B.S.F.S., 1951, Georgetown Univ.	Granite, Md.
Townsend, Richard Marvin, B.A., 1955, Cornell Univ.	Hartsdale, N.Y.
Ward, Ann, B.S., 1943, Cornell Univ.	Ithaca, N.Y.
Weicker, Frederick Ernest, Jr., B.S., 1955, Cornell Univ.	Durango, Mexico
Weiskerger, Robert Eckter, B.A., 1953, Cornell Univ.	Ithaca, N.Y.
West, Charles Whitney, Jr., B.E.E., 1953, Cornell Univ.	West Point, N.Y.
Williams, William Calvert, B.A., 1954, Kenyon College	Bay Village, O.
Yamklinfung, Prasert, B.A., 1953, Chulalongkorn Univ.	Bangkok, Thailand
Zaenglein, Roger William, B.S., 1948, Univ. of Rochester; LL.B., 1951, Cornell Univ.	Rochester, N.Y.
Zion, Earl Melvin, B.A., 1951, Cornell Univ.	Ithaca, N.Y.

CANDIDATES FOR THE MASTER'S DEGREE, 1957

Abrams, Robert Samuel, Arts—Bus. & Pub. Admin.	Lawrence, N.Y.
Abt, William Van Antwerp, B.A., 1952, Hobart	White Plains, N.Y.
Adler, Gary, Arts—Bus. & Pub. Admin.	Newark, N.J.
Anderluh, John Russell, Arts—Bus. & Pub. Admin.	Niagara Falls, N.Y.
Anderson, Roland Ellis, B.C.E., 1953, Clarkson College of Technology.	Morris, N.Y.
Appel, Wilbur Lewis, Jr., B.A., 1952, Miami Univ.	Indianapolis, Ind.
Arneberg, Per Arnstein, Treider Commercial School	Oslo, Norway
Arps, Edward Franklin, Civil Eng.—Bus. & Pub. Admin.	Manhasset, N.Y.
Avedikian, Charles, B.S., 1951, Univ. of Mass.	Chelsea, Mass.
Aylward, Michael James, Agr.—Bus. & Pub. Admin.	Poughkeepsie, N.Y.
Bahary, Emil Shaul, Mech. Eng.—Bus. & Pub. Admin.	New York, N.Y.
Barrett, Charles Andrew, Jr., B.S., 1953, Univ. of Maine.	Bedford, Mass.
Beamer, Victor Eugene, B.A., 1954, Wabash College.....	Fort Wayne, Ind.
Bellamy, William Murray, Jr., B.A., 1953, Cornell Univ.	Queens Village, N.Y.
Benhard, Richard Harold, Mech. Eng.—Bus. & Pub. Admin.	Yonkers, N.Y.
Bettucci, Frank Anthony, B.S., 1953, Cornell Univ.	Ithaca, N.Y.
Bigda, David John, B.A., 1955, Harvard Univ.	Chicopee Falls, Mass.
Birnbaum, Ira Melvin, B.A., 1955, Cornell Univ.	Brooklyn, N.Y.
Blau, Ronald Marvin, Arts—Bus. & Pub. Admin.	Rockville Centre, N.Y.
Blomquist, Alfred Theodore, Jr., B.A., 1956, Cornell Univ.	Ithaca, N.Y.
Bradley, Robert Clark, B.E.E., 1955, Cornell Univ.	Madison, N.J.
Bulman, Richard Dean, Agr.—Bus. & Pub. Admin.	Fairport, N.Y.
Burkley, James Hogan, B.A., 1955, Univ. of Rochester	Blairsville, Pa.
Chai, Ki Kon, B.S., 1955, Grove City College	Seoul, Korea
Carlson, Kenneth Williard, Chem. Eng.—Bus. & Pub. Admin.	Kane, Pa.

- Carter, Robert Lee, B.S., 1953, Georgetown Univ. Washington, D.C.
 Carville, James Garfield, Jr., Elec. Eng.—Bus. & Pub. Admin. Merion Park, Pa.
 Coleberd, Robert Edward, Jr., B.A., 1953, William Jewell College.... Liberty, Mo.
 Convery, Leo Prada, Hotel Admin.—Bus. & Pub. Admin. Edgartown, Mass.
 Cowie, Robert Arthur, Mech. Eng.—Bus. & Pub. Admin. Garden City, N.Y.
 Crowe, Terence Watson, B.E., 1955, McGill Univ. Montreal, Canada
 Cunningham, Gerald William, Agr.—Bus. & Pub. Admin. Bronx, N.Y.
 Davidson, Howard Martin, B.A., 1955, Hobart College Rochester, N.Y.
 Davidyan, Gail Kurt, B.S., 1953, Temple Univ. Philadelphia, Pa.
 DeKorte, John Franklin, Agr.—Bus. & Pub. Admin. Franklin Lakes, N.J.
 DeLucia, Lawrence Alfred, ILR—Bus. & Pub. Admin. Bronx, N.Y.
 Demmel, Herbert, B.Ch.E., 1952, Polytechnic Institute of Brooklyn. Brooklyn, N.Y.
 Dennis, Gordon Richard, B.S., 1953, Cornell Univ. Ithaca, N.Y.
 Dochtermann, Robert Harold, B.A., 1953, Cornell Univ. Ho-Ho-Kus, N.J.
 Dresser, Donald, Arts—Bus. & Pub. Admin. Valhalla, N.Y.
 Dryden, Myles Muir, B.S., 1955, London School of Economics.... Kirkcaldy, Scotland
 duParc, Philippe, Docteur en Droit, 1952, Univ. of Louvain.... Brussels, Belgium
 Ehret, Richard Alvin, B.A., 1952, Kenyon College Gowanda, N.Y.
 Ellis, Yvonne Richmond, B.A., 1955, Colby College Waterville, Me.
 Embree, Alan Coleman, Agr.—Bus. & Pub. Admin. Holmdel, N.J.
 Emmons, Albert Lee, B.A., 1953, Syracuse Univ. Syracuse, N.Y.
 Ephron, Michael, Arts—Bus. & Pub. Admin. Newark, N.J.
 Fasulo, Alfred Joseph, B.A., 1955, Princeton Univ. Bloomfield, N.J.
 Fernandez, Felisa Dumlaio, B.S., 1952, Far Eastern University
 San Clemente, Tarlac, Philippines
 Findlay, David Beals, Jr., Mech. Eng.—Bus. & Pub. Admin. New Canaan, Conn.
 Fountain, Billy Vale, B.A., 1953, Houghton College.... Northville, N.Y.
 Frank, Walter Joseph, Jr., B.S., 1955, Cornell Univ. Bronx, N.Y.
 Garlan, Barbara Claire, Arts—Bus. & Pub. Admin. New York, N.Y.
 Glantz, Eugene Edward, B.A., 1955, Brandeis Univ. Hawley, Pa.
 Gonzales, Omega Santiago, B.S., 1953, New Mexico College of
 Agriculture and Mechanic Arts Las Cruces, N.M.
 Gossard, Ralph Morrison, B.S., 1951, Univ. of Notre Dame Altoona, Pa.
 Green, Robert Edward, Arts—Bus. & Pub. Admin. Yonkers, N.Y.
 Gutz, Frederick Thomas, Agr.—Bus. & Pub. Admin. Aurora, O.
 Hallock, Peter, B.F.A., 1953, Cornell Univ. Larchmont, N.Y.
 Hardy, Robert Jessup, B.A., 1955, Rutgers Univ. Hudson, N.Y.
 Hird, Russell Malcolm, B.A., 1953, Bowdoin College Nutley, N.J.
 Hoare, John Henry, Jr., Arts—Bus. & Pub. Admin. Watkins Glen, N.Y.
 Honney, Thomas Francis, Jr., B.A., 1953, Univ. of Mass. Northampton, Mass.
 Hopkins, Richard Orne, Arts—Bus. & Pub. Admin. Buffalo, N.Y.
 Horvitz, Selwyn Allan, Arts—Bus. & Pub. Admin. Uniontown, Pa.
 Hudson, Samuel Walter Grafflin, B.A., 1951, Haverford College.... Geneva, N.Y.
 Ineson, John Fairfield, B.A., 1955, Wesleyan University Suffield, Conn.
 Jankowitz, Judith Bette, Arts—Bus. & Pub. Admin. New York, N.Y.
 Judd, Robert Allen, B.A., 1955, Oberlin College Painesville, O.
 Kassing, David Burton, B.A., 1955, Beloit College Beloit, Wis.
 Keenan, Walter Milburn, Jr., B.E.E., 1945; M.E.E., 1949, Cornell Univ.
 New York, N.Y.
 Khaw, Kok Beng, B.S., 1955, Univ. of Colorado Penang, Malaya
 Kimeldorf Henry, Arts—Bus. & Pub. Admin. Flushing, N.Y.
 Kleinhans, Richard Irwin, Agr.—Bus. & Pub. Admin. Rochester, N.Y.
 Kramer, Ronald Edmund, B.A., 1955, Brown Univ. Newton, Mass.
 Lai, Hsing-Liang, B.S., 1955, Univ. of Portland Formosa, Free China
 Landau, Peter Lester, B.A., 1953, Syracuse Univ. Brooklyn, N.Y.

Lare, James Howard, B.A., 1955, Occidental College	Holtville, Calif.
Lavarney, Henry George, Jr., Arts—Bus. & Pub. Admin.	Rome, N.Y.
Lawrence, Richard Townsend, B.A., 1953, Tufts College.....	Saugus, Mass.
Leacacos, William John, B.A., 1953, Bowdoin College	Trucksville, Pa.
Lee, William Bertrand, B.A., 1953, Kenyon College	Levittown, N.Y.
Lehman, Lewis Alan, Arts—Bus. & Pub. Admin.	New York, N.Y.
Levenson, Albert Milton, B.S., 1951, Lowell Textile Institute....	Mattapan, Mass.
Levin, Larry Leigh, Arts—Bus. & Pub. Admin.	East Chicago, Ind.
Lewis, Bertram, Arts—Bus. & Pub. Admin.	New York, N.Y.
Lewis, Richard Ernest, Mech. Eng.—Bus. & Pub. Admin.	Springfield, Pa.
Lewis, Wilbur Albert, B.A., 1951, College of Wooster	Cincinnati, O.
Lewis, William Carroll, Elec. Eng.—Bus. & Pub. Admin.	Ithaca, N.Y.
Liedell, James Edwin, Mech. Eng.—Bus. & Pub. Admin.	Brookside, N.J.
Ljungberg, David Eric, B.A., 1953, Dartmouth College	Worcester, Mass.
Luce, Richard Morse, B.S., 1955, Cornell Univ.	Corning, N.Y.
MacMillan, Marsh Alexander, Arts—Bus. & Pub. Admin.	Mountain Lakes, N.J.
Malatesta, Robert Louis, B.A., 1955, Cornell Univ.	Plainfield, N.J.
Maples, Richard Lee, B.S., 1955, Harpur College	Binghamton, N.Y.
Martin, Kenneth Alexander William, B.A., 1955, Middlebury College..	St. Paul, Minn.
Mason, George Henry, B.A., 1955, Kenyon College	Farmington, Conn.
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McCutchan, Gordon Eugene, Arts—Bus. & Pub. Admin.	Rome, N.Y.
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Miller, James, B.S., 1951, U. S. Naval Academy.....	New York, N.Y.
Moore, Edward Ray, B.A., 1952, Pomona College; LL.B., 1955, Cornell Univ.	
.....	Monrovia, Liberia
Moore, Robert Joseph, B.A., 1951, Cornell Univ.	Ithaca, N.Y.
Muller, Robert Wheeler, Agr.—Bus. & Pub. Admin.	Whitesboro, N.Y.
NeJame, Emile Anthony, Arts—Bus. & Pub. Admin.	Binghamton, N.Y.
Oancea, Nick, B.A., 1953, Kenyon College	Canton, O.
Orselet, David Karl, ILR—Bus. & Pub. Admin.	Rochester, N.Y.
Page, Willard Harris, B.S., 1955, Univ. of Maryland.....	Hubbard, O.
Paget, Richard Berkeley, B.A., 1952, Oxford Univ.....	Sussex, England
Parker, Garth Rockwood, B.A., 1955, Haverford College	Gladwyne, Pa.
Pedraza, Francisco, B.S., 1955, Cornell Univ.	Bogota, Colombia
Perskie, David Berger, Arts—Bus. & Pub. Admin.	Forest Hills, N.Y.
Peta, Christopher Eustace, B.A., 1953, Hobart College	New York, N.Y.
Peterman, Robert Bruce, B.S., 1948, Georgetown Univ.	Saint Tropez, France
Pipes, Myrna Jeanne, Arts—Bus. & Pub. Admin.	Cleveland, O.
Pollak, Edward Barry, Chem. Eng.—Bus. & Pub. Admin.	Hollis, N.Y.
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Porter, Arnold John, B.A., 1952, Syracuse Univ.	Winthrop, Mass.
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Prime, Morton Sumner, B.A., 1955, Hanover College	Seymour, Ind.
Pusch, Herbert Barringer, B.A., 1952, Cornell Univ.	South Bend, Ind.
Quinones, Salvador, Jr., B.S., 1953, Georgetown Univ.	Chevy Chase, Md.
Ramsgard, William Carl, Agr.—Bus. & Pub. Admin.	Syracuse, N.Y.
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Sandler, Michael H., Agr.—Bus. & Pub. Admin.	Rockville Centre, N.Y.
Saurwein, Martha, Arts—Bus. & Pub. Admin.	Weston, Mass.
Scheier, Henry, Arts—Bus. & Pub. Admin.	Peru, N.Y.

Schoff, Richard Francis, B.S., 1953, Cornell Univ.	Lowville, N.Y.
Seeley, Donn Elkington, B.S., 1948, Univ. of Wisconsin	Lake Park, Ia.
Shantz, John Edson, B.A., 1955, Univ. of Rochester	Rochester, N.Y.
Shea, Thomas James, B.A., 1952, Cornell Univ.	Cyclone, Pa.
Silberberg, Richard Leslie, B.A., 1955, Cornell Univ.	Buffalo, N.Y.
Smith, Kenneth Francis, B.S., 1955, Franklin & Marshall College....	Bridgeton, N.J.
Snyder, Wallace Richard, B.A., 1952, Willamette Univ.	Sherwood, Ore.
Sorgenfrei, Carl Joseph, B.A., 1952, Univ. of Toronto	Syracuse, N.Y.
Strouce, Richard Arnold, Civil Eng.—Bus. & Pub. Admin.	Bethlehem, Pa.
Sullivan, Richard Kennedy, B.A., 1948, Georgetown Univ.	Cape Elizabeth, Me.
Taylor, Vail McKibbin, B.A., 1953, Colgate Univ.	Yonkers, N.Y.
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Turkish, Norman, Agr.—Bus. & Pub. Admin.	Brooklyn, N.Y.
Warner, Caryl, Jr., B.A., 1955, Kenyon College	R. D. 2, Lansdale, Pa.
Watts, William Joseph, B.A., 1955, Antioch College	Twin Falls, Idaho
Weissglass, Allan, Agr.—Bus. & Pub. Admin.	Staten Island, N.Y.
Willett, George Herbert, B.A., 1955, Oxford Univ.	
.....	Bedhampton, Havant, Hants., England
Wood, Robert Michael, B.A., 1955, St. John Fisher College.....	Rochester, N.Y.
Wright, Thomas Wilson, Civil Eng.—Bus. & Pub. Admin.	Minneapolis, Minn.
Yagi, Yorio, B.B.A., 1954, Kobe Univ.	Nishinomiya, Hyogo Ken, Japan
Yeomans, William Norman, B.A., 1955, Hamilton College	Allendale, N.J.
Young, Douglas Charles, B.S., 1955, Lafayette College	Cranford, N.J.
Zelleke, Ayalew, B.A., 1955, Univ. College of Addis Ababa....	Addis Ababa, Ethiopia
Zinder, Miriam Juliette, Arts—Bus. & Pub. Admin.	Bethesda, Md.
Zoidis, Thomas Dennis, Hotel Admin.—Bus. & Pub. Admin.	Bangor, Me.

CANDIDATES FOR THE MASTER'S DEGREE, 1958

Arnaud, Donald Minnet, Mech. Eng.—Bus. & Pub. Admin.	Hempstead, N.Y.
Aufferheide, Earl John, Mech. Eng.—Bus. & Pub. Admin.	Scotia, N.Y.
Crum, Morrison Colyer, Chem. Eng.—Bus. & Pub. Admin.	Essex Fells, N.J.
Gale, Robert Selden, Elec. Eng.—Bus. & Pub. Admin.	Maywood, Ill.
Jacobson, Stuart Lee, Civil Eng.—Bus. & Pub. Admin.	Chicago, Ill.
Jemison, William Walker, Jr., Mech. Eng.—Bus. & Pub. Admin....	Birmingham, Ala.
Macklin, Martin, Mech. Eng.—Bus. & Pub. Admin.	Baltimore, Md.
Pisnoy, Leonard, Civil Eng.—Bus. & Pub. Admin.	Brooklyn, N.Y.
Snare, Paul Fink, Civil Eng.—Bus. & Pub. Admin.	East Freedom, Pa.
Wiltsey, George Cameron, Elec. Eng.—Bus. & Pub. Admin.	Massapequa, N.Y.

PARTICIPANTS IN THE EXECUTIVE DEVELOPMENT PROGRAM, 1955

Preston I. Amerman, Director of Employment (Detroit Edison Company)	
.....	Royal Oak, Mich.
O'Connor Bailey, Assistant Sales Manager (Kellogg Switchboard and Supply Company, International Telephone and Telegraph Corporation)...	Dallas, Tex.
Schuyler F. Baldwin, Director of Public Relations (Rochester Gas and Electric Company)	Rochester, N.Y.
William C. Borland, Coordinator of Engineering (Port of New York Authority)	
.....	Mountain Lakes, N.J.
William J. Borns, Supervisor, Engineering and Economics Section (Research and Development Department, Socony-Mobile Laboratories)...	Philadelphia, Pa.
George M. Buckingham, Jr., Assistant Secretary and Secretary of the Executive Committee (Esso Standard Oil Company).....	Weston, Conn.

- Edward C. Carman, Administrative Assistant to the General Manager
(New Idea Division, Avco Manufacturing Corporation)Celina, O.
- Robert M. Cavanaugh, Manager, Technical Division (Explosives Department,
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- Jose A. Cela, Commercial Engineer (Cuban Telephone Company, International
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- Byron E. Curnutte, Factory Manager (New Idea Division, Avco Manufacturing
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- Edward Danitz, Assistant Plant Manager (E. R. Squibb and Sons Division,
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- Edward I. du Moulin, General Partner in charge of Branch Operations
(Bache and Company)Woodmere, N.Y.
- Johnny E. Edmonds, Personnel Officer (Bureau of Aeronautics, Department
of the Navy)Arlington, Va.
- Roland V. Fisch, Plant Engineer (The Ohio Rubber Company Division,
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- Edward W. Harding, Special Assistant to the Controller, (Foreign Service
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- Leslie A. Haugen, Manager of Selection and Placement (General Mills,
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- Richard B. K'Burg, Assistant Director of Sales (Electro-Chemical Department,
E. I. du Pont de Nemours and Company)Wilmington, Del.
- Thomas G. Kelliher, Manager, Exploratory Department (Southern Division,
Tidewater Associated Oil Company)Houston, Tex.
- George S. Ketter, Manager, Industrial Engineering (Tire and Equipment
Division, B. F. Goodrich Company)Akron, O.
- Dwight L. Loughborough, Director of Physical Research and Product Design,
(B. F. Goodrich Company)Brecksville, O.
- David S. MacKay, Sales Manager (Textile Fibre Division, du Pont of Canada)
.....Montreal, Canada
- Edward L. McCandless, Assistant Director of Research (Linde Air Products
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- Wallace A. McMillan, Assistant General Manager (Research and Technical
Department, The Texas Company)Pelham, N.Y.
- Robert E. March, Technical Director (Chester Plant, Scott Paper Company)
.....Media, Pa.
- John Meirs, Chief of Structures (Grumman Aircraft Engineering Corporation)
.....Soyssset, N.Y.
- Marcus O. Orr, Technical Superintendent (Industrial Products Division,
Plant 4, B. F. Goodrich Company)Akron, O.
- James T. Outz, Merchandising Manager (North Carolina Division, Esso
Standard Oil Company)Charlotte, N.C.
- Eldrid L. Raun, Process Superintendent (Eastern Division, Tidewater
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- James C. Rivenbark, Technical Supervisor (Ammonia, Soda and Dry Ash
Department, Olin Mathieson Chemical Corporation)Clinchburg, Va.
- Reginald H. Scott, Managing Director (Cia. Internacional Radio, S.A., Inter-
national Telephone and Telegraph Corporation).....Buenos Aires, Argentina
- John H. Steffens, Section Supervisor, Technical Service Section (The
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- John S. Stewart, Director of Industrial and Community Relations (Lederle
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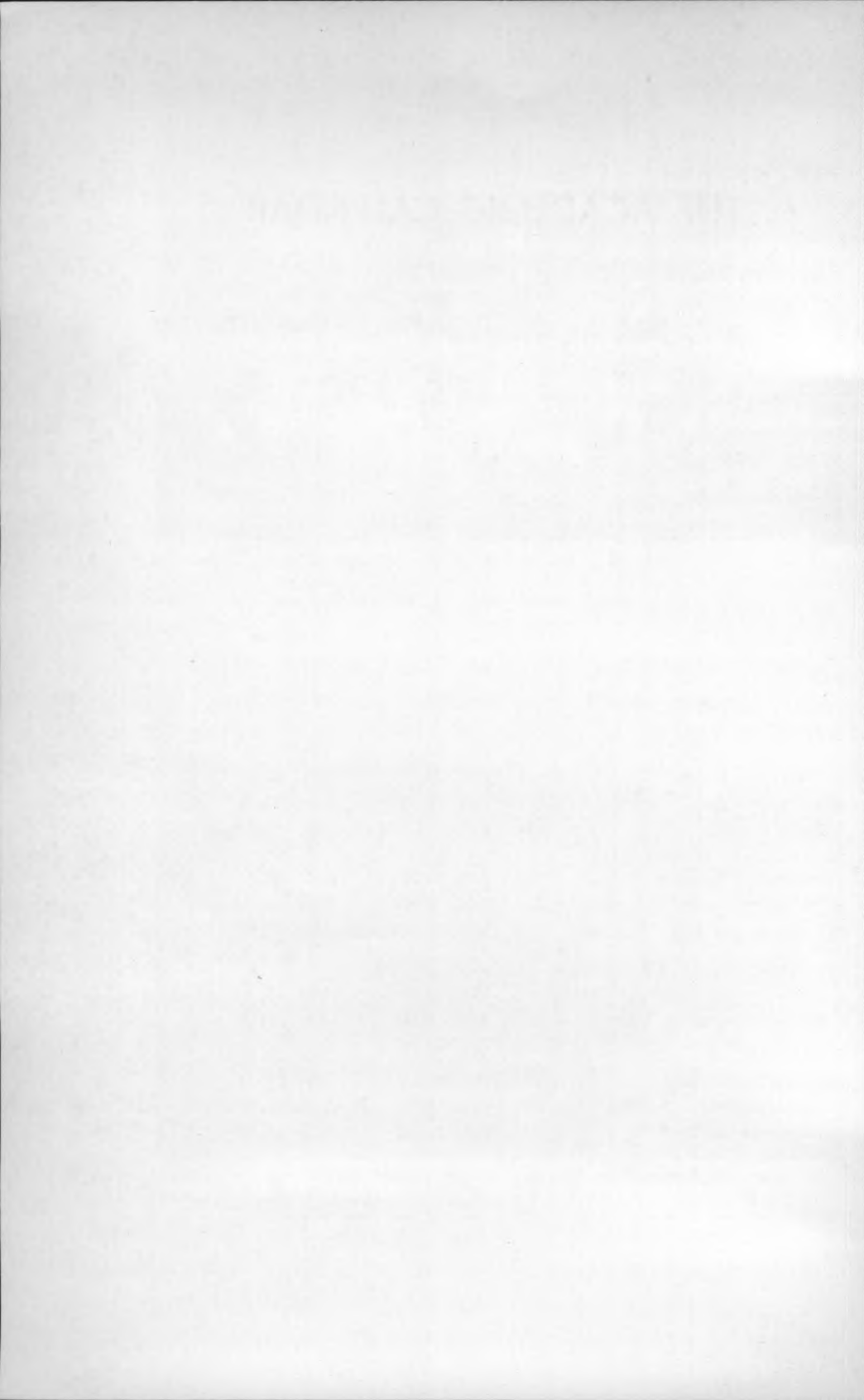
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THE ACADEMIC CALENDAR

	1955-1956	1956-1957
Freshman Orientation	Sept. 16, <i>F</i>	Sept. 14, <i>F</i>
Registration, new students	Sept. 19, <i>M</i>	Sept. 17, <i>M</i>
Registration, old students	Sept. 20, <i>T</i>	Sept. 18, <i>T</i>
Instruction begins, 1 p.m.	Sept. 21, <i>W</i>	Sept. 19, <i>W</i>
Midterm grades due	Nov. 9, <i>W</i>	Nov. 7, <i>W</i>
Thanksgiving recess:		
Instruction suspended, 12:50 p.m.	Nov. 23, <i>W</i>	Nov. 21, <i>W</i>
Instruction resumed, 8 a.m.	Nov. 28, <i>M</i>	Nov. 26, <i>M</i>
Christmas recess:		
Instruction suspended	Dec. 20, <i>T</i> , 10 p.m.	Dec. 22, <i>S</i> , 12:50 p.m.
Instruction resumed, 8 a.m.	Jan. 4, <i>W</i>	Jan. 7, <i>M</i>
First-term instruction ends	Jan. 21, <i>S</i>	Jan. 19, <i>S</i>
Second-term registration for students in residence	Jan. 23, <i>M</i>	Jan. 21, <i>M</i>
Examinations begin	Jan. 24, <i>T</i>	Jan. 22, <i>T</i>
Examinations end	Feb. 1, <i>W</i>	Jan. 30, <i>W</i>
Midyear recess	Feb. 2-3, <i>Th-F</i>	Jan. 31-Feb. 1, <i>Th-F</i>
Registration for students not in residence in fall term	Feb. 4, <i>S</i>	Feb. 2, <i>S</i>
Second-term instruction begins	Feb. 6, <i>M</i>	Feb. 4, <i>M</i>
Midterm grades due	Mar. 24, <i>S</i>	Mar. 23, <i>S</i>
Spring recess:		
Instruction suspended, 12:50 p.m.	Mar. 24, <i>S</i>	Mar. 23, <i>S</i>
Instruction resumed, 8 a.m.	Apr. 2, <i>M</i>	Apr. 1, <i>M</i>
Second-term instruction ends	May 26, <i>S</i>	May 25, <i>S</i>
Examinations begin	May 28, <i>M</i>	May 27, <i>M</i>
Examinations end	June 5, <i>T</i>	June 4, <i>T</i>
Commencement Day	June 11, <i>M</i>	June 10, <i>M</i>





Deputy Attorney General of the United States, William B. Rogers, speaking before the B.&P.A. Student Association's seventh Annual Management Conference. This conference is the highlight of the Student Association's extracurricular program and has been held annually since 1949.



Springtime on Cayuga Lake, directly below the Cornell campus. Students, faculty, and townspeople man the banks and boats to watch the Cornell crew in competition. Water sports of all types provide a major source of recreation at Cornell.

