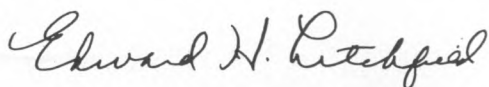


CORNELL UNIVERSITY
OFFICIAL PUBLICATION

*School of Business and
Public Administration*

1954-55

THE problems and the resources of the modern world have created commercial, industrial, governmental, educational, and military organizations of ever-increasing size and complexity. The growth of these structures has given new importance to administration as the integrating factor in organized group effort. Recognition of the significance of this integration has focused attention upon the constant and the intrinsic aspects of the administrative process as performed in any setting whether public or private. It is to the study of administration in this universal context that this School is dedicated.

A handwritten signature in cursive script, reading "Edward H. Litchfield". The signature is written in dark ink and is positioned above the printed name.

EDWARD H. LITCHFIELD, *Dean*

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Faculty

- Deane W. Malott, A.B., M.B.A., LL.D., *President of the University*
Edward H. Litchfield, Ph.D., *Professor of Administration and Dean of the School*
Helen G. Canoyer, Ph.D., *Professor of Marketing and Dean, College of Home Economics*
Melvin G. de Chazeau, Ph.D., *Professor of Business Economics and Policy*
John J. Corson, Ph.D., *Visiting Professor of Administration and Director of Executive Development*
W. David Curtiss, LL.B., *Associate Professor of Law, Law School and School of Business and Public Administration*
Ernest Dale, Ph.D., *Visiting Associate Professor of Business Management*
Archie T. Dotson, Ph.D., *Assistant Professor of Government, College of Arts and Sciences and School of Business and Public Administration*
Donald English, M.B.A., *Professor of Accounting, Emeritus*
Albert M. Hillhouse, J.D., Ph.D., *Professor of Public Administration*
Robert S. Holmes, LL.B., Ph.D., *Associate Professor of Accounting*
John G. B. Hutchins, Ph.D., *Professor of Business History and Transportation*
Edward A. Lutz, Ph.D., *Professor of Public Administration, College of Agriculture and School of Business and Public Administration*
Richard E. Neustadt, Ph.D., *Assistant Professor of Public Administration and Director of Special Programs*
Arthur E. Nilsson, M.B.A., Ph.D., *Professor of Finance*
John M. Rathmell, M.B.A., Ph.D., *Assistant Professor of Marketing*
John W. Reys, M.R.P., *Associate Professor of City and Regional Planning, College of Architecture and School of Business and Public Administration*
William H. Shannon, M.B.A., LL.B., C.P.A. (Kansas), *Professor of Accounting*
David A. Thomas, M.B.A., C.P.A. (Texas), *Assistant Professor of Accounting*
Harold H. Thurlby, M.B.A., *Professor of Business Policy*
H. J. van Mook, Ph.D., *Visiting Professor of Comparative Public Administration*
Paul P. Van Riper, Ph.D., *Associate Professor of Administration, Secretary to the Faculty, and Director of Student Placement*
Paul Wasserman, M.S. (Econ.), M.S. in L.S., *Assistant Professor of Bibliography and Librarian*
-
- 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*
Edward T. McCormick, C.P.A. (Illinois), Ph.D., *Lecturer in Finance*
-
- Mrs. Frances K. Rea, *Administrative Secretary*

School of Business and Public Administration

AIM AND PHILOSOPHY

THE PRINCIPAL purpose of the Cornell 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 large-scale 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 is in the process of developing a series of combined programs with, among others, the Colleges of Agriculture, Engineering, Architecture, and Law to the end that we will be able to give management training to persons with 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.

To consider the program of the School of Business and Public Administration from another point of view, we believe not only that the student of administration, private or public, must be trained in the universals of the management process but also that he must receive instruction concerning the instrumental techniques of control for the improvement of decision-making and policy formulation. In addition to this common discipline, each student is expected to develop a more specialized body of knowledge in a selected field of concentration chosen from among the broad offerings of this School and the University as a whole.

Thus our purpose, in a more detailed sense, 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 consequence of his actions.

In light of our philosophy and approach to administrative training, the School of Business and Public Administration has devoted itself primarily to *graduate* instruction. Because of an intentionally limited enrollment, the School affords an intimate association of faculty and students and provides considerable opportunity for the development of a student's intellectual competence, his sense of responsibility, and his qualities of leadership. Moreover, as an integral part of a large university, rich in cultural, scientific, and technical centers of training and research, the School offers wide and flexible opportunity for selective study in other areas of the University in which the prospective student of administration has a particular interest.

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 admin-

istrative 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.

Among the guest lecturers who have appeared before the student body or who have taken part in class and seminar discussions in the recent past are Eugene Holman, President of Standard Oil Company of New Jersey; Carl H. Chatters, Executive Director of the American Municipal Association; Victor Emanuel, Chairman of the Board and President of the Avco Manufacturing Corporation; Sterling W. Mudge, Supervisor of Training, Socony-Vacuum Oil Company; John E. Burton, Vice President-Business of Cornell University and Chairman of the New York State Power Authority; Harry A. Bullis, Chairman of the Board, General Mills, Inc.; E. A. Pettersen, Vice President, A. C. Nielsen Company; H. F. Vickers, President of the Sperry Corporation; Maxwell I. Schultz, Executive Vice President, Wilmark Research Corporation; and Charles P. Taft, attorney. For additional representatives of business 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.

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 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.

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, all first-year students receive special instruction in "Information Sources in Business and Public Administration." Second-year students receive instruction in "Research Methods in Business and Public Administration." Provision is also made for the library guidance of students in the preparation of reports and independent research. Detailed bibliographic assistance is provided for Ph.D. 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 1,500,000 volumes, making Cornell one of the major library research centers in the United States.

Degree Programs

TOWARD A MASTER'S DEGREE

AT THE Master's level, the 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 normally required to be taken by all students of the School.

On completion of the first year's common-core requirements, a candidate for either degree will select a *field of concentration* for more intensive study. The principal fields of concentration and the requirements in such fields are detailed under "Course 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 in his approved courses of 85 or better; and (2) the approval of the faculty.

To receive the degree with distinction a candidate must pass two examinations as follows: (1) a general written examination to be taken simultaneously by all candidates for distinction and to be given not less than three weeks before the beginning of the final examination period; and (2) an individual oral examination before the faculty, to be given after the written examination but before the commencement of the final examination period. Students who successfully pass these examinations are excused from final examinations in regular courses within the School.

Applicants for degrees with distinction should inform the chairman of the committee on degrees with distinction not later than April 1.

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.

Providing 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.

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 1954 are outlined briefly below. Individual students are not, however, limited to these possibilities. For more details see the sections on "Course Programs" and "Concentrations."

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 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.

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 School of Business and Public Administration offers a program leading toward the M.P.A. degree with specialization in city management.

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.

PERSONNEL AND LABOR RELATIONS . . . For M.B.A. and M.P.A. candidates interested in and qualified for a combination of studies in general management and industrial and labor relations, special arrangements can be made. Subject to the approval of the faculties of this School and the School of Industrial and Labor Relations, combined programs of unusual scope and variety may be devised.

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 Official Publication, Edmund Ezra Day Hall, Ithaca, N.Y.

DOUBLE REGISTRATION . . . Undergraduate students of Cornell and other schools who have completed at least three years' work and whose credentials indicate a satisfactory quality of undergraduate work are eligible for admission to the first-year course of study leading to the M.B.A. or M.P.A. degree, provided they can arrange with their undergraduate school to accept the first year's work in the School of Business and Public Administration as credit for the senior year in their undergraduate institution. Such an arrangement permits the student planning to take advanced work to shorten his academic training period by approximately one year. For further information on double registration procedures, see the sections entitled "Entrance Procedures," "Course Programs," and "Concentrations."

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 at the School of Business and Public Administration. However, the procedures governing the awarding of the Ph.D. degree are considerably different from those relating to the professional degrees.

The M.B.A. and M.P.A. degrees are awarded by action of the faculty of this School under conditions imposed by that faculty. As indicated in this Announcement, applications are made directly to this School and are considered exclusively by this School.

The Ph.D., on the other hand, is conferred under rules and regulations established by the University faculty and administered by the general committee of the Graduate School. 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, would be referred to the faculty of the School of Business and Public Administration for its recommendation; but actual acceptance in the 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., such as residence requirements, credit allowed for prior graduate work toward residence requirements, language requirements, thesis, examinations, and the final awarding of the degree, the candidate will be governed by the regulations of the University faculty as

administered by the general committee of the Graduate School and explained in the Announcement of that School.

PURPOSE OF THE DOCTORAL PROGRAM . . . The doctoral program in the field of 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.

PLAN OF STUDY AND RESEARCH . . . The plan of study and research developed for the candidate for the Ph.D. with a major or minor in Business and Public Administration will be determined by the candidate's special committee and tailored to his needs. The special committee is chosen by the candidate to represent the major and the two minor fields which he will present in fulfillment of his degree requirements. This committee will judge the acceptance of the student to candidacy and will recommend a program of study for him based on the results of a qualifying examination as detailed in the *Announcement of the Graduate School*.

A candidate for the Ph.D. in Business and Public Administration will be expected to demonstrate in his qualifying examination an understanding — such as he might be expected to achieve in taking the M.B.A. or the M.P.A. degree with distinction — of the administrative point of view and an ability to use the tools of management control — statistical, accounting, financial, and economic. He should also demonstrate familiarity with the literature in his field together with a grasp of current problems and the substantive content of major areas of administration. The candidate for the Ph.D. with only a minor in Business and Public Administration may expect to be held to similar, though somewhat less rigorous, requirements.

In his final examination, a candidate for the Ph.D. in Business and Public Administration will be examined primarily in the field in which he has written his thesis. This subject area will be interpreted broadly, and the candidate will be expected to demonstrate a much greater knowledge of the substance of his field in this than in the initial qualifying examination, together with a more extensive grasp of business and public policies associated with it and the economic and political forces affecting it currently and historically. Particular emphasis will be placed on his ability to analyze real problems in his field and to interpret the significance of research, including his own, in his field of special study.

The Ph.D. degree is awarded on the basis of competence as demonstrated in the writing of an acceptable thesis and the passing of the qualifying and the final examination. Course credits are not generally required, although the candidate may be required by his special com-

mittee to take selected courses or their equivalent to help make good a deficiency revealed in his qualifying examination. Within the broad field of Business and Public Administration, a candidate will be expected to select a special field within which his research will be conducted and his thesis written.

Special fields will be approved by the candidate's special committee and are limited only by the approved interests of the candidate and the faculty resources of the School. They should be sufficiently broad, however, to encompass the responsibilities of a major executive. Purely for illustration, special fields might include Accounting, Business Economics and History, Business Management, Comparative Public Administration, Finance, Marketing, Municipal Management, Personnel Administration and Communications, Public Management, Regulation of Business, Transportation.

Whatever the specific area within Business and Public Administration chosen by the candidate and approved by his special committee, and whether his major concern in the selected area is public or private administration or both, the candidate will be expected in his final examination to demonstrate (1) a basic grasp of the universals of administration as evidenced in both public and private management; and (2) a comprehension of the economic, political, social, and strategic factors that are reflected in policy formulation within the broad field of his research and specialization.

RESIDENCE CREDIT FOR M.B.A. AND M.P.A. WORK . . . 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. Such credit is not given automatically, however. It requires the satisfactory completion of a special program under the following procedure. A student must notify the 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 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 set and 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 for the Doctor of Philosophy.

FINANCIAL AID FOR PH.D. CANDIDATES . . . Several substantial fellowships and scholarships are made available each year for candidates for the Ph.D. degree in Business and Public Administration. 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 may receive financial assistance each year 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*, write the Graduate School, 125 Edmund Ezra Day Hall. For further information concerning the program of the School of Business and Public Administration, write the Secretary, School of Business and Public Administration, McGraw Hall.

Special Training Programs for Industry and Government

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 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 seven to twelve years of practical experience whose management 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. In keeping with the School's philosophy of small groups, with maximum individual participation, each session is limited to no more than twenty-five persons, who are housed, fed, and instructed together in an Executive Development Center established on the Cornell University campus. The total cost for tuition, board, and lodging is \$1,200.

All instruction in this program is on a seminar basis, with faculty and guest lecturers drawn from industry, government, and other universities as well as from this School itself. Instruction covers three major areas: (1) general principles of management — organization, direction, control, and the like; (2) specialized processes of management, such as finance, personnel, and industrial relations; and (3) political, economic, and social trends and problems which influence the environment of modern management in business and government. In each of these areas, emphasis is placed on the concepts and data which can best serve the needs of the younger specialist newly converting to general management.

In the Executive Development Program during the summer of 1953 the faculty and their subjects of instruction were: Earl Brooks, Professor of Industrial Relations, Cornell University (Personnel Administration); John J. Corson, Director of the Executive Development Program and Manager, Washington Office, McKinsey and Company (Policy Formulation, Coordination and Control; Direction and Delegation); Melvin G. de Chazeau, Professor of Business Economics, Cor-

nell University (Economic Trends and Policy Problems); Manly Fleishmann, Attorney-at-law, Former Defense Production Administrator (Business-Government Relations); Carl J. Friedrich, Professor of Government, Harvard University (Political Trends and Administrative Problems in the Mixed Economy); Pendleton Herring, Chairman, Social Science Research Council (The Psychology of Management); John C. Leppart, Executive Vice-President, Mathieson Chemical Corporation (The Top-Level Outlook on Management); Edward H. Litchfield, Dean of the School of Business and Public Administration, Cornell University (The Psychology of Management); Joseph Loftus, Washington Correspondent, *New York Times* (Trends in Collective Bargaining and Labor-Management Relations); James McMillan, Vice-President and Comptroller, New York Telephone and Telegraph Company (Financial Management at New York Telephone and Telegraph); Michael J. Meehan, Deputy Assistant Secretary of Defense (What Business and Government Can Learn from Each Other in the Personnel Field); James D. Mooney, Former Executive Vice-President, General Motors Corporation (Organization Principles and Practices); Richard E. Neustadt, Assistant Professor of Administration, Cornell University (The Environment of Management); Arthur E. Nilsson, Professor of Finance, Cornell University (Financial Management in Business); Joseph Pois, Vice-President and Treasurer, Signode Steel Strapping Company (Financial Management in Business and Government); Harold H. Thurlby, Professor of Marketing, Cornell University (Policy Formulation and Coordination); Erwin T. Schell, Professor of Administration, Massachusetts Institute of Technology (Problems in Policy Formulation); Kenneth Stuart, Director of Market Research, Eastman Kodak Company (Market Research and Forecasting for the Firm); Paul P. Van Riper, Associate Professor of Administration, Cornell University (Human Relations).

The participants in the 1953 Executive Development Program were Warren J. Allen, Jr., Assistant Contract Co-Ordinator, Bethpage Plant, Grumman Aircraft Engineering Corporation (original training as aeronautical engineer); Kenneth J. Carlson, Director of Engineering in the Mechanical Division of General Mills, Inc. (original training as electrical engineer); Ronald B. Fitch, Manager of the Petroleum Division, G.L.F. (original training in business administration); Harry E. Frech, Jr., Assistant to the Plant Manager, East Alton Plant, Olin Industries (original training as mechanical engineer); Edwin C. Fuller, Assistant Vice-President and Assistant General Sales Manager of Nutrena Mills, Inc. (original training in animal husbandry); Robert G. Jacob, Deputy Comptroller of New York Port Authority (original training in accounting); Harry A. Jacobs, Member of the Syndicate and Institutional Department of Bache & Company (original training in liberal arts);

Sydney Jaffe, Chief of the Academic Branch, Training Division of the National Security Agency (original training in European languages); Frank W. Johnson, Division Geologist for the Creole Petroleum Corporation (original training as geologist); Arthur T. Jones, District Manager for Gulf Oil Corporation (original training in business administration); George B. Moore, Lt. Col., USA, Office of Assistant Chief of Staff, Department of the Army (original training at West Point); Donald L. Newland, Assistant Plant Manager for Squibb & Sons, Division of Mathieson Chemical Corporation (original training in pharmacy); Harry E. Nicholls, Assistant Manager of the Aviation Division of the Standard-Vacuum Oil Company (original training in engineering); Roy G. Oliver, Secretary and Assistant Treasurer of the Taylor Chain Company (original training in metallurgy); Don W. Ryker, Manager, Hydrazine Research in the Research Organization of Olin Industries, Inc. (original training in chemical engineering); Louis P. Sissman, Chief of the Commercial Rates Section, Rates Division of the Civil Aeronautics Board (original training in law and mathematics); Charles B. Wigton, Jr., Assistant Purchasing Agent of the Wigton-Abbott Corporation (original training in civil engineering); Edward H. Wynn, Col., USAF, Staff Officer in the Research and Development Command (original training in electrical engineering).

OTHER SPECIAL TRAINING PROGRAMS

From time to time, the School of Business and Public Administration undertakes, upon request, certain other programs of instruction to meet the specialized needs of private associations and institutions, business organizations, and governmental agencies, with appropriate arrangements tailored to the circumstances and requirements in each case.

Among the programs of this nature in the recent past have been clinics on financial management for the Northeastern Lumbermen's Association, a survey of American state and local public administration for a group of Indonesian civil officials, a special course in American business methods for two groups of French industrial managers, and an orientation in trends in American business administration for a group of Norwegian industrialists. In addition, many of the faculty of the School have, as individuals, served as advisers to a number of industrial concerns and governmental agencies in the development of administrative training programs within those organizations.

FURTHER INFORMATION

Persons interested in further information concerning the special training programs of the School should write directly to the Director of Special Programs, in care of this School.

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 School of Business and Public Administration.

THE STUDENT ASSOCIATION

When a student enrolls in the 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 experience in group and School extracurricular activities. This opportunity has been facilitated by the School's relatively small size of about 200 students and by the accessibility and active cooperation of the faculty.

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's orientation committee sometime during the summer. During the first weeks of the fall term, the committee arranges several events to acquaint students with the School, other students, and the faculty. The orientation program includes lectures, a banquet, a picnic, and other social get-togethers. The social committee sponsors many similar meetings, both friendly and instructive, throughout the remainder of the year. The faculty-student spring picnic and baseball game is a special highlight of the social year.

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 and a doughnut, or just smoke and relax. Just off the lounge are the offices of the Student Association committees.

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 Cornell University; Milton Mandell of the U.S. Civil Service Commission; Eugene Zuckert, Commissioner, Atomic Energy Commission; Lyndon O. Brown, Vice President, Dancer, Fitzgerald and Sample; and John E. Burton, Vice President-Business of Cornell University and Chairman of the New York State Power Authority.

THE YEARBOOK . . . The preparation of the annual yearbook of the School, known as *The Administrator*, must begin early in the school term. The yearbook, too, is entirely student-managed. 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. Not only must the yearbook be correct and complete in every detail, but it must — and does — pay its own way as well.

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.

MANAGEMENT CONFERENCE . . . A main highlight of the School's extracurricular 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 full 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 fifth annual conference, the subject of which was "Taxation — A Key Element in Social and Economic Life," was keynoted by John J. Mann, Chairman of the Board of Governors of the American Stock Exchange. The presentation of papers by Herbert J. Miller, Executive Director of the Tax Foundation; Herbert W. Funk, Manager, Tax and Property

Division of the American Locomotive Company; Fedele F. Fauri, Dean of the School of Social Work, University of Michigan; and Henry W. Balgooyen, Vice President of the American and Foreign Power Company, formed a symposium concerning four areas of taxation. These presentations were followed by an informal banquet, discussion groups, panel discussions, and a summation talk by M. Slade Kendrick, Professor of Economics and Public Finance, Cornell University.

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 the stimulating 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.

OTHER ACTIVITIES . . . There are a great number of other professional activities in which the students, as an organized group, participate directly and indirectly. With the cooperation of the Dean's office and the faculty, the Student Association acts in an advisory and planning capacity in many matters of concern to the School, involving such subjects as registration procedure, speakers' program, development of an honor system, and the like. The Student Association also participates in such affairs as the highly successful mock stockholders' meeting of General Mills, which was put on as a University function under the sponsorship of the School.

STUDENT WIVES . . . Since more than 20 per cent of the students attending the School are married, it is only natural that their wives should find the School a gathering place. "Student Wives" is the organization which its name implies, and it provides entertainment and programs of interest throughout the year.

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 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 which 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.

For further information on Cornell student activities, see the *General Information Announcement*, which may be obtained from Cornell University Official Publication, 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.

Placement Services and Student Aids

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 coordinates the placement services of the University as a whole. In addition, each school and college, including the 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 School of Business and Public Administration, Room B-20, McGraw Hall, or to the Director of Placement, Cornell University, 122 Edmund Ezra Day Hall.

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 un-

usually 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 "Korean 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.

SUMMER EMPLOYMENT

During the summer between the first and second school year, all students are expected to utilize their time in a way which will further their professional development. This may be done: (1) by finding summer employment of an appropriate sort; (2) by taking approved summer courses at Cornell or elsewhere; (3) by participating in ROTC summer military training; or (4) by a planned 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. This report becomes part of the student's personnel record.

While the responsibility for obtaining summer employment rests with the student, the School will, however, assist students in meeting this requirement. A number of opportunities will, from time to time, be called to students' attention by the Placement Director of this School. However, a more complete and specialized summer employment office is maintained by the office of the Dean of Men and the Dean of Women in Edmund Ezra Day Hall.

PART-TIME EMPLOYMENT

The Placement Director of this School receives frequent requests for part-time employment during the school year. However, as with summer employment, a more complete and centralized part-time employment service is maintained by the office of the Dean of Men and the Dean of Women in Day Hall. Here a central exchange of listing is maintained. Prospective students interested in part-time employment should not wait until registration time to avail themselves of these part-time employment services. Women, in particular, should apply before registration, as the demand for available campus positions is great. Write directly to the office of the Dean of Men and the Dean of Women, Edmund Ezra Day Hall.

SCHOLARSHIPS AND FELLOWSHIPS

TOWARD PROFESSIONAL DEGREES . . . Through the generosity of Claude C. Harding, Vice-President of the Grolier Society, educational publishers, the School is able to offer a limited number of cash scholarships to students showing genuine academic promise and financial need.

In addition, the University has made available funds for a number of tuition scholarships. Grants from these funds are also made on the basis of financial need and academic promise and may be substantial when warranted in individual cases. These 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 M.B.A. or M.P.A. candidates must be filed not later than March 1 for the fall term. New applications for the spring term must be filed by January 1. Scholarship awards are generally made for one term of residence, subject to renewal providing academic standards are maintained.

Application forms for these scholarships may be obtained from the Administrative Secretary, School of Business and Public Administration.

In addition to the scholarships mentioned above, there are a number of scholarships available elsewhere in the University for which students in this School are eligible. Those interested should consult the University *Announcement, Scholarships and Grants-in-Aid*, which may be obtained from Cornell University Official Publication, Edmund Ezra Day Hall.

TOWARD THE PH.D. DEGREE . . . 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*.

Ph.D. degree candidates interested in research and teaching assistantships should direct their inquiries to the Administrative Secretary, School of Business and Public Administration.

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.

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.

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 Placement Director of the 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 Placement Director 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.

STUDENT COUNSELING

In general, the counseling of students rests with faculty advisers to whom students are assigned according to their professional plans. Ad-

visory 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, either at the Cosmopolitan Club or elsewhere, 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.

Entrance Procedures

ADMISSION REQUIREMENTS

FOR THE M.B.A. OR M.P.A. DEGREE . . . Admission to the 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 — GENERAL REQUIREMENTS

Admission to the work of the first year of the School of Business and Public Administration is also open to Cornell students: (1) who have completed at least three years of work in one of the University's undergraduate schools or colleges, (2) who have arranged with their undergraduate school or college to accept the first year's work in the School of Business and Public Administration in satisfaction of all remaining requirements for the student's baccalaureate degree, and (3) who have been accepted by the School. Having received the baccalaureate degree, the student may then obtain the Master of Business Administration or Master of Public Administration degree by completing the second year's work in the School. Cornell students are expected to arrange with their college offices for approval of double registration when applying for admission to the School of Business and Public Administration. It is 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 School of Business and Public Administration.

Undergraduate students of schools other than Cornell who have completed at least three years' work and whose credentials indicate a satisfactory quality of undergraduate work are also eligible for admission to the first-year course of study, provided they can arrange with their undergraduate college to accept the first year's work in the School of Business and Public Administration as credit for the senior year in their undergraduate college.

DOUBLE REGISTRATION — CORNELL ENGINEERING STUDENTS

Students who have completed three years (six terms) of work in Cornell's College of Engineering are eligible for admission to double registration in the School of Business and Public Administration if

they can arrange to complete the School's first year of required work during their last *two* years (four terms) in the College of Engineering.

This makes it possible for a student in the five-year engineering program at Cornell to receive an M.B.A. or M.P.A. degree in the School of Business and Public Administration at the end of one additional year at Cornell. Engineering students who want to double-register in the School of Business and Public Administration under this special arrangement should file their admission applications with the School of Business and Public Administration sometime during their sixth term in the College of Engineering.

For special procedures involving *civil* engineering students see the section entitled "Course Programs."

DOUBLE REGISTRATION — AGRICULTURE STUDENTS

For special procedures involving students of the College of Agriculture at Cornell, see the *Agricultural Management* concentration in the section entitled "Concentrations."

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. 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.

Although the School does not require candidates for admission to any of its academic programs to take the Graduate Record Examination or the Admission Test for Graduate Study in Business — administered by the Educational Testing Service — it will welcome the submission of any Graduate Record Examination test scores as additional helpful data which it will consider in acting upon an application.

EXEMPTIONS AND SUBSTITUTIONS

The 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. When this is believed to be the case, a

student may appeal for specific exemption. He should include in his appeal an official description of the equivalent course taken elsewhere. If exemption is allowed, the student will be permitted to substitute electives approved by his adviser. See also the discussion of substitutions in the section entitled "Course Programs."

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 SPECIAL STUDENTS . . . 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 special students. Admission as a special student will be made only after a personal interview with the Dean of the School and with the approval of the Admissions Board. On satisfactory completion of one year's work, special students may be admitted as degree candidates.

FOR THE PH.D. DEGREE . . . See the section of this Announcement entitled "Degree Programs." Admissions 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, 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 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 less than two and one-half 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 Board. 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

Students who have been accepted for admission in the fall term, 1954–55, should report to Barton Hall for registration in the University on September 20, 1954. Immediately thereafter, students should report to the office of the Administrative Secretary, School of Business and Public Administration, Room B-21A, McGraw Hall, for registration in this School and for assignment to classes.

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 against smallpox to the Administrative Secretary by August 1 (see also other health requirements described in that part of the "General Information" section entitled "Health Services and Medical Care," p. 35).

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 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	\$375.00
College and University General Fee.....	67.50
	<hr/> \$442.50

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 Cornell University Official Publication, Edmund Ezra Day Hall.

General Information

HOUSING

SINGLE MEN . . . Housing for single men at Cornell falls into several categories: Residential Halls for men, fraternities, and off-campus facilities (rooms in private homes, rooming houses, private dormitories, and cooperative houses). Meals are obtained in fraternities, restaurants, or cafeterias on or near the campus. Men are not required to live in the University dormitories and are individually responsible for their own living and dining arrangements.

As the Residential Halls are largely devoted to the housing of undergraduates, dormitory accommodations for graduate students are limited. However, application forms for available accommodations may be obtained from the office of Residential Halls, Edmund Ezra Day Hall. 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.

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 either the Off-Campus Housing office or the office of Veterans' Housing, both in care of the office of Residential Halls. Through University-operated veterans' housing facilities, approximately 160 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.

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 \$250 and \$350 a term for room and board. Laundry, done in Ithaca, may require \$30 to \$60 a term. Books, instruments, and other supplies will cost between \$25 and \$60 a term. Additional allowance must be made for clothing, travel, and incidentals.





Students analyze radio listening habits.



Discussion in an informal graduate seminar.



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 1,500,000 volumes.



The Supper Club of the B. & P.A. Student Association meets at "Joe's." The Club provides an opportunity for students to come together for both social and intellectual purposes. Several times a year the group meets with one of the many prominent representatives of business and government who come to Cornell.

VETERANS

Veterans wishing to register under the terms of the various G.I. Bills should see the section entitled "Placement Services and Student Aid."

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.

UNIVERSITY HEALTH REQUIREMENTS ON ENTRANCE . . .

Each student upon entering the University is expected to assume personal responsibility for the following health requirements adopted by the Board of Trustees of Cornell University.

1. *Vaccination.* Every candidate for admission to the University must submit a satisfactory certificate of vaccination against smallpox by August 1. It will be accepted as satisfactory only if it certifies that within the last five years a successful vaccination has been performed or three unsuccessful vaccination attempts have been made.

2. *X-ray.* Every student is required to have a chest X-ray film on permanent file at the Infirmary. A chest radiograph will be made during the orientation period or registration week. A charge of \$2 for making this radiograph is included in the University fees, or it may be made by a private physician within a month of entrance and presented to the Clinical Director at the time of registration. When a student has been away from the University for any reason for a year or more, he or she must have another X-ray upon re-entrance, for which the student will be billed.

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 Secretary of the School by August 1.

Failure to fulfill these requirements will result in a recommendation to the Registrar that the student be denied the privilege of registering the following term.

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 all of 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 coordinated manner the common essentials of good management and administration. With one exception, this core of work required of all students will be taken in the first year.

THE FIRST YEAR

CORE COURSES . . . The courses making up the common core of work required of all students in the first year are:

	<i>1st Term</i>	<i>2nd Term</i>
100-101. Introduction to Administration	3	3
110-111. Administrative Accounting	3	3
130. Managerial Economics		3
140. Finance		3
Statistics (ILR 510)	3	
160. Marketing (M.B.A. degree only)	3	

SUBSTITUTIONS . . . Except for the courses indicated below, 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 to the Dean 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 special case of double registrants from the College of Agriculture and the School of Civil Engineering, additional special provisions concerning exemptions and other course program matters apply, as the result of the development of joint programs by the schools concerned. For details of the special provisions applying to double registrants from the College of Agriculture, see the information under the heading of the *Agricultural Management* concentration as outlined in the next section entitled "Concentrations." For details of the special provisions applying to double registrants from the School of Civil Engineering see the paragraphs immediately below.

CIVIL ENGINEERING DOUBLE REGISTRANTS

The School of Business and Public Administration and the School of Civil Engineering have agreed upon a specific program in order to facilitate requirements for obtaining the B.C.E. degree together with the M.B.A. or M.P.A. degree. Under the provisions of this program, the two schools have agreed that Eng. 3231 (Accounting) will meet the requirements of the School of Business and Public Administration's course in Accounting 110; and that, in certain special cases, Eng. 2902 (Engineering Law) may be substituted for B.P.A. 150-151 (Legal Problems of Business). In addition, certain of the Civil Engineering courses, namely, Economics 203 (Money, Currency, and Banking) and Eng. 2904 (Public Administration), may also count as elective credits toward the sixty credit hours of work necessary for the M.B.A. and M.P.A. degrees, but would not, except as noted in the above reference to Eng. 2902, be accepted as specific substitutes for requirements of any particular concentration leading toward these degrees. In addition, Civil

Engineering students may, with the approval of the Civil Engineering Faculty, substitute certain courses in the School of Business and Public Administration for Civil Engineering courses, with the exceptions, however, of Eng. 2902 and 2903.

A student, by taking courses in his fourth and fifth years in the School of Business and Public Administration in lieu of the engineering courses indicated above, and by utilizing his total of twelve elective hours in his fifth year in such courses (six each in his first and second terms) will be able to satisfy the first-year requirements for the M.B.A. or M.P.A. degree by the end of his fifth year of study. His sixth year of study will be entirely in the School of Business and Public Administration, with his specific courses depending upon the concentration which he elects. These concentrations are listed in the following section of this Announcement, though, in addition, special concentrations to meet the individualized needs of qualified students may be devised.

THE SECOND YEAR

In the second year, all students will be required to take Business Policy and Economic Instability (230) in the first term to be followed in the second term either by Competitive Behavior and Public Policy (231) or by National Administration and Public Policy (204). Students may elect either of the last-named courses in the final term.

In addition, second-year students must complete the requirements of a *concentration* plus approved elective hours sufficient to fill out the minimum of 60 semester hours required for graduation.

It will be observed that for many of the concentrations outlined in the next section, notably those in *personnel relations*, *transportation*, *finance*, and *agricultural management*, 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.

THE M.B.A. DEGREE . . . Concentrations for this degree are *accounting*, *agricultural management*, *business management*, *finance*, *marketing*, *personnel relations*, *transportation*, and *special*. For details, see the next section, entitled "Concentrations."

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. Since the School's enrollment is intentionally limited, it is possible to provide this specialized attention.

Concentrations for the Master of Public Administration degree are available in the fields of *agricultural management, city management, federal administration, international administration, public finance administration, public personnel management, transportation, and special.*

For each of these concentrations, the student will be required to complete the common-core course material which he takes along with all other students in the School. This includes the courses listed in "The First Year" program detailed at the beginning of this section (except Marketing 160) and Courses 230 and 231 or 204. In addition, he must offer upon admission or take while a student in the School basic courses in American government, constitutional law, and administrative law.

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

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. 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 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 the following courses: (a) 112. Advanced Accounting; (b) 210. Cost Accounting.
2. Complete 6 additional hours of accounting work to be selected from the remaining courses listed under accounting in the "Description of Courses."

A student who plans to fulfill the academic requirements for the Certified Public Accountant certificate must pursue the following program of courses in addition to Courses 112 and 113 — Advanced Accounting:

	1st Term	2nd Term
210. Cost Accounting	3	
212. Internal Control and Budgeting		3
214. Tax Accounting		3
216. Auditing Procedure		3
230. Business Policy and the Public Interest.....	3	
231. Business Policy and the Public Interest, or		
204. National Administration and Public Policy.....		3
250. Advanced Business Law	3	

Students who plan to take the second-year professional accounting concentration (described 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 3 semester hours of work in the general field of finance before entering the School, they must take 6 hours' work in finance beyond the 3-hour first-year required course. They must also take in the first year the 6-hour course in Legal Problems of Business (Courses 150-151), which other students need not take until the second year. Consequently, 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 Courses 230 and 231 or 204.

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 is substantial opportunity in the agricultural industries and in government agencies dealing with agriculture for persons possessing this combined background. Special reference may be made to careers in agricultural cooperatives, farm credit agencies, the industries manufacturing or distributing farm supplies and equipment and those processing agricultural products, and the administration of government programs dealing with agriculture.

A fourth-year student registered in the Cornell 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 and 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.

The common core of required work in the second year is as follows:

	1st Term	2nd Term
230. Business Policy and Economic Instability.....	3	
231. Competitive Behavior and Public Policy, or		
204. National Administration and Public Policy.....		3

In addition, candidates for the M.B.A. degree must take Courses 150-151 (Legal Problems of Business), 6 hours, and those for the M.P.A. degree must take Government 241-242 (Constitutional Law), 6 hours, or equivalent work in the Law School.

Of the remaining 18 semester hours to be devoted to the *Agricultural Management* concentration in the second year, at least one-half will normally be taken in the 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. Within the *Agricultural Management* concentration, such special fields of study include the following: Management of Agricultural Cooperatives, Agricultural Credit Administration, Agricultural Industries, Agricultural Marketing, Government Agricultural Policy and Administration, and Resources Management.

The potential combination of courses offered in the School of Business and Public Administration and in the College of Agriculture that would satisfy the objectives in each of these special fields is too great to permit detailed elaboration in this *Announcement*. More detailed information will be supplied on request by the Secretary, School of Business and Public Administration, McGraw Hall.

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	2nd Term
230. Business Policy and Economic Instability.....	3	
231. Competitive Behavior and Public Policy, or		
204. National Administration and Public Policy.....		3
150-151. Legal Problems of Business	3	3
200. Business Policy Formulation and Administration....	3	
202. Human Relations in Administration	3	
Production Management		3
(Engineering 3261, Industrial Engineering)		
120. *Development of the American Economy and		
Business Enterprise	3	
121. *Recent Economic and Business Changes		3
209. *Small Business Management		3
233. *Management Surveys: Organization and Methods..		3

*Optional: one course 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 the School of Business and Public Administration, the College of Architecture, the College of Engineering, and the Law School. A typical second-year program will include six hours in Municipal Administration, three hours of Business Policy and Economic Instability, three hours of National Administration and Public Policy, and a minimum of eighteen additional hours. A student preparing in this area will elect second-year work with the approval of his adviser from among the following courses:

	1st Term	2nd Term
218-219. Municipal Administration	3	3
230. Business Policy and Economic Instability	3	
231. Competitive Behavior and Public Policy, or		
204. National Administration and Public Policy		3
217. Governmental Accounting		3
203. Seminar in Public Personnel Administration		3
201. Problems in Public Administration	3	
225. Management of Public Business Enterprises	3	
233. Management Surveys: Organization and Methods ..		3
245. Governmental Fiscal Management		3

	<i>1st Term</i>	<i>2nd Term</i>
205. State Administration		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. 2531)	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>2nd Term</i>
230. Business Policy and Economic Instability	3	
203. Seminar in Public Personnel Administration		3
204. National Administration and Public Policy		3
201. Problems in Public Administration	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
180-181. Transportation	3	3
The American Presidency (Govt. 216)		3
Taxation (Agr. Econ. 138)	3	
Federal Public Finance (Econ. 502)		3

FINANCE (M.B.A. Degree)

The administration of the financial affairs of business plays a critically important role in business management. It is essential, therefore, that the student of business possess a broad understanding of the function of finance in business, its mechanisms, and the operation of the financial system which has been evolved to serve the needs of the business community.

The program in *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. Tax Accounting is strongly urged for students interested in investment analysis and management.

	1st Term	2nd Term
150-151. Legal Problems of Business	3	3
215. Financial Accounting	3	
230. Business Policy and Economic Instability	3	
231. Competitive Behavior and Public Policy, or		
204. National Administration and Public Policy.....		3
240. Analysis of American Industries	2	2
243. Financial Management	3	
244. Investment Management		3
246. Financial Institutions and Capital Markets		3

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	2nd Term
230. Business Policy and Economic Instability	3	
231. Competitive Behavior and Public Policy, or		
204. National Administration and Public Policy		3
207. International Administration		3
208. Comparative Public Administration	3	
201. Problems in Public Administration	3	
206. Overseas Administration	2	
203. Seminar in Public Personnel 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	

MARKETING (M.B.A. Degree)

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

The *marketing* concentration has been designed for students planning to accept positions in manufacturing sales organizations, retailing and wholesaling firms, and specialized facilitating agencies. Emphasis is placed upon current developments in the field, the close relationship between marketing and government and between marketing and other activities of the business enterprise, and the need for revising policies and methods to meet changing conditions. Requirements of this concentration are listed below.

	1st Term	2nd Term
230. Business Policy and Economic Instability	3	
231. Competitive Behavior and Public Policy, or		
204. National Administration and Public Policy.....		3
150-151. Legal Problems of Business	3	3
261. *Sales Management	3	
262. Marketing Research		3
263. *Retailing	3	
264. *Advertising Management		3
266. *Foreign Marketing		3
269. Marketing Seminar		3

*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 new 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 most difficult tasks of the modern manager. The personnel function in

all large private 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 improvement of morale and motivation have become more important concerns of management.

Students who choose this concentration may expect to find careers as personnel officers in business organizations, as personnel consultants, or as personnel specialists in research agencies or in trade and professional associations.

The requirements for this concentration can be fulfilled by a program of courses selected, with approval of a student's adviser, from among the following:

	1st Term	2nd Term
230. Business Policy and Economic Instability.....	3	
231. Competitive Behavior and Public Policy, or		
204. National Administration and Public Policy		3
150-151. *Legal Problems of Business	3	3
202. Human Relations in Administration	3	
201. Problems in Public Administration	3	
203. Seminar in Public Personnel Administration		3
Personnel Administration (ILR 560)	3	
Collective Bargaining, Mediation, and Arbitration		
(ILR 500. Given either term)	3	3
Seminar in Personnel Administration (ILR 660)	3	
Trade Unionism and Collective Bargaining (Econ.		
402)		3

*M.P.A. candidates should substitute a year's work in a combination of constitutional and administrative law.

Appropriate elective courses may be selected, with the approval of the faculty adviser, from among the course offerings of this School and from the wide range of graduate and professional courses offered in other divisions of the University. 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, etc.

PUBLIC FINANCE ADMINISTRATION (M.P.A. Degree)

A concentration is offered in *public finance administration* for those planning careers in the government service as fiscal administrators, or 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:

	<i>1st Term</i>	<i>2nd Term</i>
230. Business Policy and Economic Instability	3	
231. Competitive Behavior and Public Policy, <i>or</i>		
204. National Administration and Public Policy		3
245. Governmental Fiscal Management		3
217. Governmental Accounting		3
210. Cost Accounting	3	
214. Tax Accounting		3
215. Financial Accounting	3	
243. Financial Management	3	
244. Investment Management		3
246. Financial Institutions and Capital Markets		3
Taxation (Agr. Econ. 138)	3	
Federal Public Finance (Econ. 502)		3
Public Finance (Econ. 575)		3
National Income and Wealth (Econ. 309)	3	
Money, Currency, and Banking (Econ. 203-204)	3	3
Financial History of the United States (Econ. 231)	3	

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 Courses 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>2nd Term</i>
230. Business Policy and Economic Instability	3	
231. Competitive Behavior and Public Policy, <i>or</i>		
204. National Administration and Public Policy		3
280. Transportation Seminar	3	
150-151. Legal Problems of Business	3	3
220. Public Utilities	3	
200. Business Policy Formulation and Administration	3	

Candidates for the M.P.A. need not take Course 200, but must take Course 201, Problems in Public Administration, 3 hours, in their first semester as well as work in constitutional law and administrative law. Work in traffic engineering and highway design in the College of Engineering is available to qualified students.

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 Courses 150-151 (Legal Problems of Business) for the M.B.A. degree *only* and Courses 230 and 231 or 204 (Business Policy and Economic Instability and Competitive Behavior and Public Policy or National Administration and Public Policy) for either the M.B.A. or the M.P.A. degree. The remaining 18 hours of work may include approved courses in the 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 fields 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.

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. *ADMINISTRATIVE ACCOUNTING*. Second term. Credit three hours. Messrs. Holmes and Thomas.

Accounting for financial and operational control — financial statement analysis, budgeting, statistical devices, and internal reports; special procedures for corporations and multi-unit enterprises; job order, process and standard cost procedures; managerial accounting problems — inventory valuation, sunk costs, differential costs, product and period costs; introduction to fund accounting for governments; manufacturing case. *Prerequisite*: Accounting 110 or equivalent.

112. *ADVANCED ACCOUNTING*. First term. Credit three hours. Mr. Shannon.

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. *INTERNAL CONTROL AND BUDGETING*. Second term. Credit three hours. Mr. Holmes.

Standard costs for manufacturing, distribution, and administration. Business budgeting. Cost, budget, efficiency, and financial-statement reports. System formu-

lation, procedures, and methods of internal check. Brief study of internal auditing; control of inventories and other assets. Field trips to selected industries. *Prerequisite:* Accounting 210 or consent of instructor.

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. Thomas.

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. Accounting 212 to precede or accompany this course.

217. *GOVERNMENTAL ACCOUNTING*. Second 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

100-101. *INTRODUCTION TO ADMINISTRATION*. Throughout the year. Credit three hours a term. Messrs. Litchfield and Neustadt.

Study of the principles, processes, and practices of administration common to governmental, business, and other large-scale enterprises. Primary emphasis is placed upon formal and informal organization structure, policy formulation, planning, personnel, budgeting, and other instrumentalities of control, decision-making, direction, and responsibility. The course 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 AND ADMINISTRATION*. 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 organization to carry out plans; and reappraising objectives and policies in the light of changing conditions. *Prerequisite:* Courses 100 and 101.

201. *PROBLEMS 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. This is done through the study of descriptive materials and the analysis of cases illustrating a number of central problems, including staff-line relationships, headquarters-field relationships, coordination of interagency programs, administrative-legislative relationships, and protection of the public interest. *Prerequisite*: Courses 100 and 101 or a basic course in administration.

PRODUCTION MANAGEMENT (Engineering 3261, Industrial Engineering). Second term. Credit three hours.

A course that integrates the several fields of engineering in which a knowledge of machine design, materials, and production tools and processes is utilized to determine correct manufacturing methods and their proper sequence. The laboratory work consists of related problems covering such topics as methods engineering, principles of engineering economy, including economic lot size, materials handling, plant layout, production control, and the production analysis of various manufactured products.

209. *SMALL BUSINESS MANAGEMENT*. Second term. Credit three hours. Mr. Rathmell.

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*: Courses 100 and 101.

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.

225. *MANAGEMENT OF PUBLIC BUSINESS ENTERPRISES*. First term. Credit three hours. Mr. Hillhouse.

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.

The problem of evaluating the organization and procedures of an established business enterprise or governmental agency and of recommending improvements. The consideration of 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, etc. *Prerequisite:* Course 100.

[235. *PROBLEMS IN MILITARY MANAGEMENT AND CIVIL-MILITARY RELATIONS*. Second term. Credit three hours. Mr. Van Riper. Not given in 1954-55.

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, research and development, allocation of resources, etc. *Prerequisite:* Course 100.]

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. This course is required of all first-year students.

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.

This course is required of all second-year students. *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.

This course is required of all second-year students who do not elect Course 204. *Prerequisite*: Course 230.

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.

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.

240. *ANALYSIS OF AMERICAN INDUSTRIES*. Throughout the year. Credit two hours a term. 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*: Finance 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 distribution, the operation of security markets, brokerage activities, investment counseling, and investment trust management. Considerable attention will be given to the regulatory activities of the federal Securities and Exchange Commission. *Prerequisite*: Finance 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, and related aspects of fiscal management. *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*: Finance 140.

LAW

150-151. *LEGAL PROBLEMS OF BUSINESS*. Throughout the year. Credit three hours a term. Messrs. Curtiss and Fricke.

The fundamentals of the law as applied to business transactions; governmental regulation of business and industry; lectures, reports, and problems. This course is required of all candidates for the M.B.A. degree. It may be taken either year.

250. *ADVANCED BUSINESS LAW*. First term. Credit three hours. Mr. Shannon.

Primarily for second-year students desiring to fulfill academic requirements for the Certified Public Accountant certificate, but open to all students. Extended study is made of the following fields of law: contracts, sales, negotiable instruments, agency, partnership, corporations, and property. Case method of study is used. *Prerequisite*: Legal Problems of Business 150 and 151.

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. (Government 241-242 may be substituted for this course.)

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.

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 following: 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 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 practice of representative companies are examined and appraised. *Prerequisite*: Marketing 160.

262. MARKETING RESEARCH. Second term. Credit three hours. Messrs. Rathmell and Thurlby.

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*: Marketing 160 and Statistics.

263. RETAILING. First term. Credit three hours. Mr. Rathmell.

A study of the retail distribution structure and of the problems involved in successful store operation under current conditions. Among the important topics considered are the following: 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. Reports on contemporary issues and field trips to retail establishments supplement classroom work. *Prerequisite*: Marketing 160.

264. ADVERTISING MANAGEMENT. Second term. Credit three hours. Mr. Thurlby.

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

and industrial goods. Among the topics treated are the following: 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:* Marketing 160.

266. *FOREIGN MARKETING*. Second term. Credit three hours. Mr. Thurlby.

A study of management problems encountered by manufacturers serving foreign markets. Among the problems to be considered are the following: determination of market characteristics; organizing for distribution; establishment of productive capacity; branch and assembly plant operations; material and purchase-parts 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:* Marketing 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:* Marketing 160 and 262.

PERSONNEL AND HUMAN RELATIONS

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

This course deals with administrative activity in terms of the human relationships involved. The human relations aspects of problems in formal and informal organization, communication and participation, introduction of technological changes, use of control systems, development of understanding and cooperation, etc., are examined, in part through the medium of cases. *Prerequisite:* Courses 100 and 101.

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

Study will be made of areas of special interest in public personnel administration, and subject matter may vary from year to year in accordance with the interests and requirements of members of the seminar. *Prerequisite:* Courses 100 and 101 or advanced work in personnel management or industrial and labor relations.

PERSONNEL ADMINISTRATION (ILR 560). First term. Credit three hours.

A basic graduate course covering the major areas of personnel administration. Emphasis will be placed on the staff and service functions including relationship of personnel to other operations; functions of the personnel administrator; organization of the personnel functions; personnel policies; communication; recruitment, selection, and placement; promotion and transfer; job analysis; service ratings; training; hours and wages; morale, safety, and health; employee services; and personnel research. Extensive readings from the literature in the field, problems, case studies, and discussions. *Prerequisite:* consent of the instructor.

COLLECTIVE BARGAINING. See appropriate courses in the College of Arts and Sciences (Econ. 402) or the School of Industrial and Labor Relations (ILR 500).

SEMINAR IN PERSONNEL ADMINISTRATION (ILR 660, 661). First or second terms. Credit three hours each term.

A seminar in which intensive study will be made in a few selected areas of

personnel administration each term, for example, one or two of the following: development and implementation of personnel policies; supervisory development; wage and salary administration; communication; public personnel practices; comparative personnel practices; employee and performance ratings; attitude surveys; and grievances. Individual and group research projects are emphasized and are reviewed in seminar discussions. In addition, readings, case studies, and addresses by guest speakers are included. *Prerequisite*: consent of the instructor.

PUBLIC ADMINISTRATION AND POLICY

204. *NATIONAL ADMINISTRATION AND PUBLIC POLICY*. Second term. Credit three hours. Mr. Neustadt.

Analysis of the over-all organization of the executive branch of the federal government. Brief description and analysis of the interrelationship of such central management agencies as the Bureau of the Budget, the General Accounting Office, and the Civil Service Commission. Primary emphasis will be placed upon an intensive analysis of selected line agencies both with a view to their administrative activities and also with particular reference to the substantive policy issues emerging in their areas. *Prerequisite*: Administration 100-101.

205. *STATE ADMINISTRATION*. Second term. Credit three hours. Mr. Hillhouse.

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*: Administration 100.

206. *OVERSEAS ADMINISTRATION*. First term. Credit two hours. Mr. Litchfield.

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

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

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*: Administration 100.

208. *COMPARATIVE PUBLIC ADMINISTRATION*. First term. Credit three hours. Mr. van Mook.

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*: Administration 100 and some orientation in comparative governments, comparative law, or comparative economic practice and organization.

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

A review of the structure of American municipal government. Specific analysis of the administrative process in both large and small cities. Emphasis will be placed upon the acquisition of the knowledge and techniques necessary to administer municipal programs or to work effectively with municipal officials rather than upon general background materials. The course will include descriptive literature of the

field but will also place heavy reliance upon case materials. *Prerequisite:* Administration 100.

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

Intensive review and analysis of a selected problem area in governmental administration at the national level. In 1953 attention was centered on the role and functioning of the presidential staff agencies. The subject for 1954 will be announced prior to the opening of the fall term.

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.

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.

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

SPECIAL STUDIES

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. Credit hours allowed must be approved by the Dean.

020. *INFORMATION SOURCES IN BUSINESS AND PUBLIC ADMINISTRATION*. First term. One hour, noncredit. 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 METHODS IN BUSINESS AND PUBLIC ADMINISTRATION*. Second term. Two hours. Noncredit. Mr. Wasserman.

A survey of techniques to be employed, requisite bibliographic sources, and methods of presenting individual research findings. Attention will be focused upon the specific areas of interest and potential research activity of the individual student.

STATISTICS

STATISTICS (ILR 510). First and second terms. Credit three hours for either term.

An introduction to basic concepts and application of statistics: description of frequency distributions (averages, dispersion, and simple correlation) and introduction to statistical inference.

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.

NUMERICAL INDEX OF COURSES

<i>Designation</i>	<i>Title</i>	<i>Described under:</i>
BPA 010	Directed Reading & Research	Special Studies
BPA 020	Information Sources in Business & Public Administration	Special Studies
BPA 021	Research Methods in Business & Public Administration	Special Studies
BPA 100	Introduction to Administration	Administrative Process
BPA 101	Introduction to Administration	Administrative Process
BPA 110	Principles of Accounting	Accounting
BPA 111	Administrative 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 Econ 138	Taxation	Finance
BPA 140	Finance	Finance
BPA 150	Legal Problems of Business	Law
BPA 151	Legal Problems of Business	Law
BPA 160	Marketing	Marketing
BPA 180	Transportation	Transportation
BPA 181	Transportation	Transportation
BPA 200	Business Policy Formulation & Administration	Administrative Process
BPA 201	Problems in Public Administration	Administrative Process
BPA 202	Human Relations in Administration	Personnel & Human Relations
BPA 203	Seminar in Public Personnel Administration	Personnel & Human Relations
BPA 204	National Administration & Public Policy	Public Administration & Policy
BPA 205	State Administration	Public Administration & Policy

<i>Designation</i>	<i>Title</i>	<i>Described under:</i>
BPA 206	Overseas Administration	Public Administration & Policy
BPA 207	International Administration	Public Administration & Policy
BPA 208	Comparative Public Administration	Public Administration & Policy
BPA 209	Small Business Management	Administrative Process
BPA 210	Cost Accounting	Accounting
BPA 212	Internal Control & Budgeting	Accounting
BPA 214	Tax Accounting	Accounting
BPA 215	Financial Accounting	Accounting
BPA 216	Auditing Procedure	Accounting
BPA 217	Governmental Accounting	Accounting
BPA 218	Municipal Administration	Public Administration & Policy
BPA 219	Municipal Administration	Public Administration & Policy
BPA 220	Public Utilities	Administrative Process
BPA 221	Seminar in Federal Administration	Public Administration & Policy
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 233	Management Surveys: Organization and Methods	Administrative Process
BPA 235	Problems in Military Management & Civil-Military Relation	Administrative Process
Agr Econ 236	Problems in Public Administration	Public Administration & Policy
Agr Econ 237	Administration of Public Agricultural Programs	Public Administration & Policy
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 250	Advanced Business Law	Law
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 280	Transportation Seminar	Transportation
Govt 285	Seminar in Problems of Public Administration	Public Administration & Policy
Econ 402	Collective Bargaining	Personnel & Human Relations
ILR 500	Collective Bargaining	Personnel & Human Relations
Econ 502	Federal Public Finance	Finance
ILR 510	Statistics	Statistics
ILR 560	Personnel Administration	Personnel & Human Relations
ILR 660	Seminar in Personnel Administration	Personnel & Human Relations
ILR 661	Seminar in Personnel Administration	Personnel & Human Relations
Eng 3261	Production Management (Industrial Engineering)	Administrative Process
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 School of Business and Public Administration represents widely diversified backgrounds when considered from almost any point of view.

More than 170 students were enrolled in the School during the academic year of 1953-54. Nearly 40 per cent of this student group held degrees from institutions other than Cornell, while 60 per cent held or anticipated Cornell degrees. However, a number of Cornell degree holders have taken some work in institutions other than Cornell.

While approximately half of the student body did its undergraduate work in liberal arts, the remaining half of the students received or anticipated undergraduate degrees in agriculture, hotel administration, engineering, business administration, law, home economics, and other specialties. Foreign students totaled 19, from 13 different countries; 37 students were married; 30 were veterans; and 8 were women. The grand total includes several special students as well as several Ph.D. candidates majoring in Business and Public Administration. A number of Ph.D. candidates minoring in Business and Public Administration have, however, not been listed here.

CANDIDATES FOR DEGREES, JUNE, 1954

Baxter, Donald Earl, B.A., 1953, Cornell Univ.	Wyoming, O.
Bell, Robert Charles, B.A., 1953, Cornell Univ.	Pittsburgh, Pa.
Benson, Beverley, B.A., 1953, Cornell Univ.	Hartsdale, N.Y.
Bernard, Jean, Licence en droit, 1952, Faculte de Droit de Paris	Evreux, France
Bernstein, Maynard C., B.A., 1951, Pennsylvania State College	Scranton, Pa.
Bissell, John McLachlan, B.S., 1952, Cornell Univ.	St. Thomas, Virgin Is.
Bock, Bernhard Paul, B.A., 1952, Middlebury College.	Montreal, Canada
Bomze, Paul Edward, B.A., 1953, Cornell Univ.	Philadelphia, Pa.
Dewey, Joseph Sigel, B.A., 1953, Cornell Univ.	Cortland, N.Y.
Dillon, John Richard, B.S., 1952, Cornell Univ.	Bloomsburg, Pa.
Eckardt, Harold Helmut, Certificate, 1952, Hamburg Univ.	Hamburg, Germany
Ferreira, Manuel James, B.A., 1953, Cornell Univ.	Hyde Park, Mass.
Geiger, Erwin Paul, B.A., 1954, Cornell Univ.	Markt Oberdorf, Germany
Gold, Arthur Saul, B.A., 1952, Union College	Schenectady, N.Y.
Graziano, Calvin August, B.S., 1953, Cornell Univ.	Oswego, N.Y.
Gruen, David Henry, B.A., 1951, Cornell Univ.	Tonawanda, N.Y.
Gundersen, Finn Andreas, Certificate, 1952, Bedriftsøkonomisk Institutt	
	Larvik, Norway
Hall, Miss Marilyn Helen, B.A., 1953, Cornell Univ.	Kenmore, N.Y.

- Halpern, Lester Leon, B.A., 1952, Brown Univ. Holyoke, Mass.
 Hardinge, Harlowe DeForest, B.A., 1953, Cornell Univ. York, Pa.
 Helman, William Wilson, III, B.A., 1950, Cornell Univ. Greensburg, Pa.
 Herster, Charles Anton, B.S. in Ch.E., 1944, Lafayette College Easton, Pa.
 Hinden, Henry, B.A., 1953, Cornell Univ. Lawrence, N.Y.
 Jasinski, Robert Michael, B.A., 1953, Cornell Univ. Brooklyn, N.Y.
 Jenner, Peter Lindsay, B.E.E., 1953, Cornell Univ. LeRoy, N.Y.
 Johansen, Donald Fred, B.S., 1953, Cornell Univ. Oak Park, Ill.
 Johnson, Bruce Alan, B.A., 1953, Cornell Univ. Upper Montclair, N.J.
 Jung, Harold Erich, B.A., 1953, Cornell Univ. New Canaan, Conn.
 Kelly, James Donald, B.E.E., 1953, Cornell Univ. Brooklyn, N.Y.
 Kent, William Beckwith, B.S., 1948, Cornell Univ. Ithaca, N.Y.
 Krieger, Richard Ira, B.A., 1953, Cornell Univ. East Orange, N.J.
 Levy, George David, B.A., 1952, Univ. of Vermont Newton Centre, Mass.
 Lind, Robert, Certificate, 1948, Otto Treiders Handelsskole Oslo, Norway
 MacLeod, James Naylor, B.A., 1952, Univ. of Maine Bangor, Me.
 Mayr, William Brune, B.A., 1953, Cornell Univ. Arlington, Va.
 Morgan, Richard Lee, B.B.A., 1952, Southern Methodist Univ. Dallas, Tex.
 Patterson, James Milton, B.S., 1948, U.S. Merchant Marine Academy
 Washington, D.C.
 Paul, Ralph Shale, B.A., 1953, Cornell Univ. Dravosburg, Pa.
 Posner, Samuel, B.A., 1953, Cornell Univ. Brooklyn, N.Y.
 Pranich, Miss Chamrasratna, Bach. in Accounting, 1944,
 Chulalongkorn Univ. Bangkok, Thailand
 Reynolds, Francis A., Jr., B.S. in M.E., 1952, Worcester Poly. Inst. Athol, Mass.
 Roudebush, Thomas McCann, B.A., 1952, Denison Univ. Shaker Heights, O.
 Sacra, Glenn Hamilton, B.M.E., 1952, Cornell Univ. Cockeysville, Md.
 Severin, Philip, Jr., B.A., 1953, Cornell Univ. Larchmont, N.Y.
 South, George Franklin, B.A., 1953, Cornell Univ. McKeesport, Pa.
 Tate, James Arthur, B.A., 1952, Cornell Univ. Reno, Nev.
 Thiruchelvam, Selvadurai, B.A., 1951, Univ. of Malaya Singapore, Malaya
 van Berkum, Miss Eveline Eleonore, B.A., 1941, Univ. of Toronto
 Fenwick, Ont., Can.
 Warshauer, Stuart, B.A., 1953, Cornell Univ. Richmond Hill, N.Y.
 Weil, Gerald Monroe, B.A., 1953, Cornell Univ. Cliffside, N.J.
 Wesson, William Simpson, B.A., 1951, Cornell Univ. Westfield, Mass.
 Wright, Richard Morse, B.A., 1953, Cornell Univ. Canajoharie, N.Y.

CANDIDATES FOR DEGREES, JUNE, 1955

- Alperstein, Robert Philip, Arts — Bus. & Pub. Admin. Great Neck, N.Y.
 Armour, James Stephen, B.A., 1951, Syracuse Univ. Larchmont, N.Y.
 Ashbaugh, Walter Stuart, B.S., 1951, Cornell Univ. East Liverpool, O.
 Babiy, Peter Erich, Arts — Bus. & Pub. Admin. Ithaca, N.Y.
 Baird, Alan David, B.S. in E.E., 1950, Mass. Inst. of Tech. Port Huron, Mich.
 Beatty, Alvin Ross, Arts — Bus. & Pub. Admin. Wilmette, Ill.
 Benioff, B. Richard, Arts — Bus. & Pub. Admin. Allentown, Pa.
 Bentley, William Harris, Eng. Physics — Bus. & Pub. Admin. Cincinnati, O.
 Benzinger, Robert William, Mech. Eng. — Bus. & Pub. Admin. Hollis, N.Y.
 Berlin, Thomas Frank, B.A., 1951, Kenyon College Cleveland Heights, O.
 Berner, Sten Ragnvald, B.A., 1953, Hobart College Gothenburg, Sweden
 Bibbins, Charles Hilmer, Arts — Bus. & Pub. Admin. Short Hills, N.J.
 Boehm, Arthur Bruce, Jr., Mech. Eng. — Bus. & Pub. Admin. South Orange, N.J.
 Booth, I. MacAllister, Mech. Eng. — Bus. & Public Admin. Birmingham, Mich.

- Bowe, Richard Nelson, B.A., 1951, Columbia Univ. Ridgewood, N.J.
 Bower, Robert White, Arts — Bus. & Pub. Admin. Havertown, Pa.
 Bradley, James William, B.A., 1951, Lafayette College Madison, N.J.
 Bryk, Donald Casimir, B.A., 1951, Tufts College Brooklyn, N.Y.
 Bugler, Arthur George, Jr., Chem. Eng. — Bus. & Pub. Admin. Hinsdale, Ill.
 Byer, Allan Jay, Hotel Admin. — Bus. & Pub. Admin. Baldwin, N.Y.
 Call, David Lincoln, Agriculture — Bus. & Pub. Admin. Batavia, N.Y.
 Cherkasky, Milton, Mech. Eng. — Bus. & Pub. Admin. South Orange, N.J.
 Clark, Jay Francis, B.A., 1953, Wesleyan Univ. Bristol, Conn.
 Clark, William Goodman, Arts — Bus. & Pub. Admin. Englewood, N.J.
 Connell, Edward Joseph, B.S., 1950, Univ. of Utah Tooele, Utah
 Cotter, Conrad Patrick, B.A., 1952, Univ. of California Seattle, Wash.
 Cunningham, Foster Sutton, Arts — Bus. & Pub. Admin. Beacon, N.Y.
 Dean, Richard Emerson, Agriculture — Bus. & Pub. Admin. Trumansburg, N.Y.
 Deane, James Brayton, Jr., Arts — Bus. & Pub. Admin. Grand Rapids, Mich.
 Dembow, George Franklin, Jr., Agriculture — Bus. & Pub. Admin. Larchmont, N.Y.
 Densmore, John Albert, B.A., 1951, Univ. of Vermont Burlington, Vt.
 Dephtereos, Leo Otto, B.A., 1950, St. Lawrence Univ. Watertown, N.Y.
 Dewey, David Alan, Arts — Bus. & Pub. Admin. Cortland, N.Y.
 Dietzen, David Frank, Arts — Bus. & Pub. Admin. Dunkirk, N.Y.
 du Parc, Maurice, Doctor of Laws, 1951, Catholic University of Louvain
 Brussels, Belgium
 Dyson, John William, B.A., 1951, Cornell Univ. Viroqua, Wis.
 Eckhardt, Albert John, Jr., Arts — Bus. & Pub. Admin. Larchmont, N.Y.
 Ehart, David Dennis, B.A., 1953, Hamilton College Utica, N.Y.
 Eldridge, William Thayer, Williams College New York, N.Y.
 Eon, Claude, Licence en droit, 1953, Faculte de Droit de Paris Pont-Levoy, France
 Everett, Robert George, B.S. in B.A., 1953, Harpur College Port Crane, N.Y.
 Franklin, Donald Cameron, Jr., Mech. Eng. — Bus. & Pub. Admin. Pittsburgh, Pa.
 Fryling, John Leon, Elec. Eng. — Bus. & Pub. Admin. Newark, N.Y.
 Fuhrman, David Sanford, Arts — Bus. & Pub. Admin. Yonkers, N.Y.
 Fuhrman, Noah Arthur, Arts — Bus. & Pub. Admin. Rockville Centre, N.Y.
 Gardner, David Dunsmore, B.A., 1950, Cornell Univ. Bethesda, Md.
 Gold, Roy Edward, Mech. Eng. — Bus. & Pub. Admin. Mount Vernon, N.Y.
 Gozonsky, Irving, Arts — Bus. & Pub. Admin. Laconia, N.H.
 Hanks, Kenneth Porter, B.A., 1953, Hobart College Ithaca, N.Y.
 Hanks, Roy Mitchell, B.S., 1953, College of William & Mary Binghamton, N.Y.
 Harding, David Ray, B.A., 1953, Cornell Univ. Rochester, N.Y.
 Harrison, Robert Sattler, B.A., 1953, Kenyon College Cincinnati, O.
 Hayden, Henry Bateson, Jr., Mech. Eng. — Bus. & Pub. Admin. Minneapolis, Minn.
 Herbert, Thomas Jefferson, III, Agriculture — Bus. & Pub. Admin. Annandale, N.J.
 Hertan, Donald Morton, Arts — Bus. & Pub. Admin. Kew Gardens, N.Y.
 Hicks, Jarvis Byron, Mech. Eng. — Bus. & Pub. Admin. Woodbury, N.J.
 Higley, Albert Maltby, Jr., B.A., 1951, Denison Univ. Shaker Heights, O.
 Hokama, Kanwa, B.A., 1953, Muskingum College Yaeyama, Ryukyu Is.
 Hostage, Gilmary Michael, Agriculture — Bus. & Pub. Admin. New Hyde Park, N.Y.
 Huber, Charles Henry, Agriculture — Bus. & Pub. Admin. New York, N.Y.
 Iwai, Yasushi, B. L., 1952, Kyoto Univ. Kobe, Japan
 Kahle, Robert Vinton, Mech. Eng. — Bus. & Pub. Admin. Bronxville, N.Y.
 Kane, Howard William, Jr., B.A., 1953, Yale Univ. Syracuse, N.Y.
 Kennedy, Robert Delmont, Mech. Eng. — Bus. & Pub. Admin. Pittsburgh, Pa.
 Knauss, Walter Paul, Jr., Mech. Eng. — Bus. & Pub. Admin. West Hartford, Conn.
 Leinroth, Eugene Alfred, Jr., Mech. Eng. — Bus. & Pub. Admin. Villanova, Pa.

- Lichaucó, Ernesto Enrique, B.S., 1951, Cornell Univ. Manila, P. I.
 Littunen, Mrs. Kirsti P., Graduate, 1952, Univ. of Economics Helsinki, Finland
 Logan, Frank Granger, II, Agriculture — Bus. & Pub. Admin. Great Barrington, Mass.
 MacDonald, George Taft, B.S., 1951, Cornell Univ. Glenbrook, Conn.
 Mann, James Edward, B.A., 1952, Cornell Univ. Buffalo, N.Y.
 Mapes, Robert Jesse, B.S., 1950, Cornell Univ. Middletown, N.Y.
 Martino, Joseph Francis, Jr., B.A., 1953, Cornell Univ. Hillside, N.J.
 McCobb, Donald Clyde, Arts — Bus. & Pub. Admin. East Grand Rapids, Mich.
 McCullough, Henry Dowie, Mech. Eng. — Bus. & Pub. Admin. Philadelphia, Pa.
 Miller, George Fredric, B.A., 1950, Cornell Univ. Big Flats, N.Y.
 Nakahara, Yoshiro, B.S. in Econ., 1950, Rikkyo Univ. Oshima, Ryukyu Is.
 Noll, Miss Dorothy Ann, Arts — Bus. & Pub. Admin. Upper Montclair, N.J.
 Noyes, Cadwallader Varnum, B.E.E., 1953, Cornell Univ. New York, N.Y.
 Noyes, Richard Croissant, Mech. Eng. — Bus. & Pub. Admin. Oneida, N.Y.
 Okes, Sidney Robert, Jr., Civil Eng. — Bus. & Pub. Admin. St. Paul, Minn.
 Passaro, Miss Elvira Eleanor, B.S., 1953, New Jersey College for Women. Newark, N.J.
 Potash, Norman Gold, Arts — Bus. & Pub. Admin. Brooklyn, N.Y.
 Potter, Richard Jerome, Mech. Eng. — Bus. & Pub. Admin. Minneapolis, Minn.
 Pratt, Seely Fournier, Jr., Arts — Bus. & Pub. Admin. LeRoy, N.Y.
 Price, Henry Embleton, B.A., 1934, Lehigh Univ. Ithaca, N.Y.
 Quigley, Joseph Martin, Arts — Bus. & Pub. Admin. Newfoundland, Pa.
 Renard, Henry Paul, Arts — Bus. & Pub. Admin. Yonkers, N.Y.
 Reynolds, William Thomas, B.A., 1951, Cornell Univ. Maplewood, N.J.
 Richardson, Lee Stewart, Mech. Eng. — Bus. & Pub. Admin. Belleville, N.J.
 Robertson, Robert Mansell, B.A., 1950, Univ. of Connecticut. New York, N.Y.
 Romano, Miss Jocelyn Ann, B.S., 1952, Univ. of the State of New York. Utica, N.Y.
 Russell, John Roe, Mech. Eng. — Bus. & Pub. Admin. East Orange, N.J.
 Rutishauser, Robert Gray, Mech. Eng. — Bus. & Pub. Admin. Webster Groves, Mo.
 Saxe, Miss Judith Kate, Arts — Bus. & Pub. Admin. New York, N.Y.
 Schnetzer, Henry Herman, Jr., B.A., 1953, Bates Coll. Needham, Mass.
 Schrauth, Amandus Joseph, B.C.E., 1949, Cornell Univ. Richmond Hill, N.Y.
 Skaer, Dick Philip, II, B.A., 1953, Hamilton College Evanston, Ill.
 Skelton, Russell Mack, Jr., Agriculture — Bus. & Pub. Admin. Scarsdale, N.Y.
 Smith, James Adams, Jr., B.S., 1953, Cornell Univ. Stratford, Conn.
 Smith, Russell Orin Lamont, II, Agriculture — Bus. & Pub. Admin. Fillmore, N.Y.
 Speiden, Clement Leith, Jr., Mech. Eng. — Bus. & Pub. Admin. Somerset, Va.
 Strong, Stewart Sherwood, Jr., Mech. Eng. — Bus. & Pub. Admin. Cuyahoga Falls, O.
 Tanenbaum, Robert Mitchell, Arts — Bus. & Pub. Admin. Croton-on-Hudson, N.Y.
 Tatnall, Henry Rumsey, Jr., Agriculture — Bus. & Pub. Admin. Hockessin, Del.
 Thomas, Stanley Emmett, Jr., Elec. Eng. — Bus. & Pub. Admin. Scranton, Pa.
 Thompson, Boyce, Arts — Bus. & Pub. Admin. Bronxville, N.Y.
 van Leer, Robert Karl, B.S., 1953, Cornell Univ. Lincoln, Mass.
 Vicks, Dwight Earle, Jr., Arts — Bus. & Pub. Admin. Clinton, N.Y.
 Voigt, John Richard, B.A., 1953, Cornell Univ. Pittsburgh, Pa.
 Waters, William Francis, Arts — Bus. & Pub. Admin. Ithaca, N.Y.
 Wayman, Craig Warrick, Agriculture — Bus. & Pub. Admin. Washington, Pa.
 White, Nelson Church, Jr., Mech. Eng. — Bus. & Pub. Admin. Highland Park, Ill.
 Winnert, Franklin Roy, Agriculture — Bus. & Pub. Admin. Kenmore, N.Y.
 Wychgel, James Follansbee, B.A., 1953, Amherst College. Shaker Heights, O.
 Young, John Lewin, Arts — Bus. & Pub. Admin. Stow, O.