

CORNELL UNIVERSITY
ANNOUNCEMENTS

DECEMBER 31, 1962

BUSINESS & PUBLIC
ADMINISTRATION
1963-1964

GRADUATE SCHOOL OF BUSINESS
AND PUBLIC ADMINISTRATION

ACADEMIC CALENDAR (Tentative)

JANUARY-JUNE, 1963

Jan. 3	Th	Instruction resumed, 8 a.m.	Mar. 4	M	Last day for withdrawal from courses (B & PA)
Jan. 19	S	First-term instruction ends	Mar. 22	F	Midterm grades due, 12 noon
Jan. 21	M	Second-term registration, old students			Spring recess:
Jan. 22	T	Examinations begin	Mar. 23	S	Instruction suspended, 12:50 p.m.
Jan. 30	W	Examinations end	Apr. 1	M	Instruction resumed, 8 a.m.
Jan. 31	Th	Midyear recess	May 25	S	Second-term instruction ends
Feb. 1	F	Midyear recess	May 27	M	Examinations begin
Feb. 2	S	Registration, new students	June 4	T	Examinations end
Feb. 4	M	Second-term instruction begins	June 10	M	Commencement Day
Feb. 18	M	Last day for course changes (B & PA)			

ACADEMIC YEAR, 1963-1964

Sept. 20	F	New student orientation (B & PA)	Jan. 28	T	Examinations begin
Sept. 23	M	Registration, new students	Feb. 5	W	Examinations end
Sept. 24	T	Registration, old students	Feb. 6	Th	Midyear recess
Sept. 25	W	Instruction begins, 1 p.m.	Feb. 7	F	Midyear recess
Oct. 9	W	Last day for course changes (B & PA)	Feb. 8	S	Registration, new students
Oct. 23	W	Last day for withdrawal from courses (B & PA)	Feb. 10	M	Second-term instruction begins
Nov. 13	W	Midterm grades due	Feb. 24	M	Last day for course changes (B & PA)
		Thanksgiving recess:	Mar. 9	M	Last day for withdrawal from courses (B & PA)
Nov. 27	W	Instruction suspended, 12:50 p.m.	Mar. 27	F	Midterm grades due, 12 noon
Dec. 2	M	Instruction resumed, 8 a.m.			Spring recess:
		Christmas recess:	Mar. 28	S	Instruction suspended, 12:50 p.m.
Dec. 21	S	Instruction suspended, 12:50 p.m.	Apr. 6	M	Instruction resumed, 8 a.m.
Jan. 6	M	Instruction resumed, 8 a.m.	May 30	S	Second-term instruction ends
Jan. 25	S	First-term instruction ends	June 1	M	Examinations begin
Jan. 27	M	Second-term registration, old students	June 9	T	Examinations end
			June 15	M	Commencement Day

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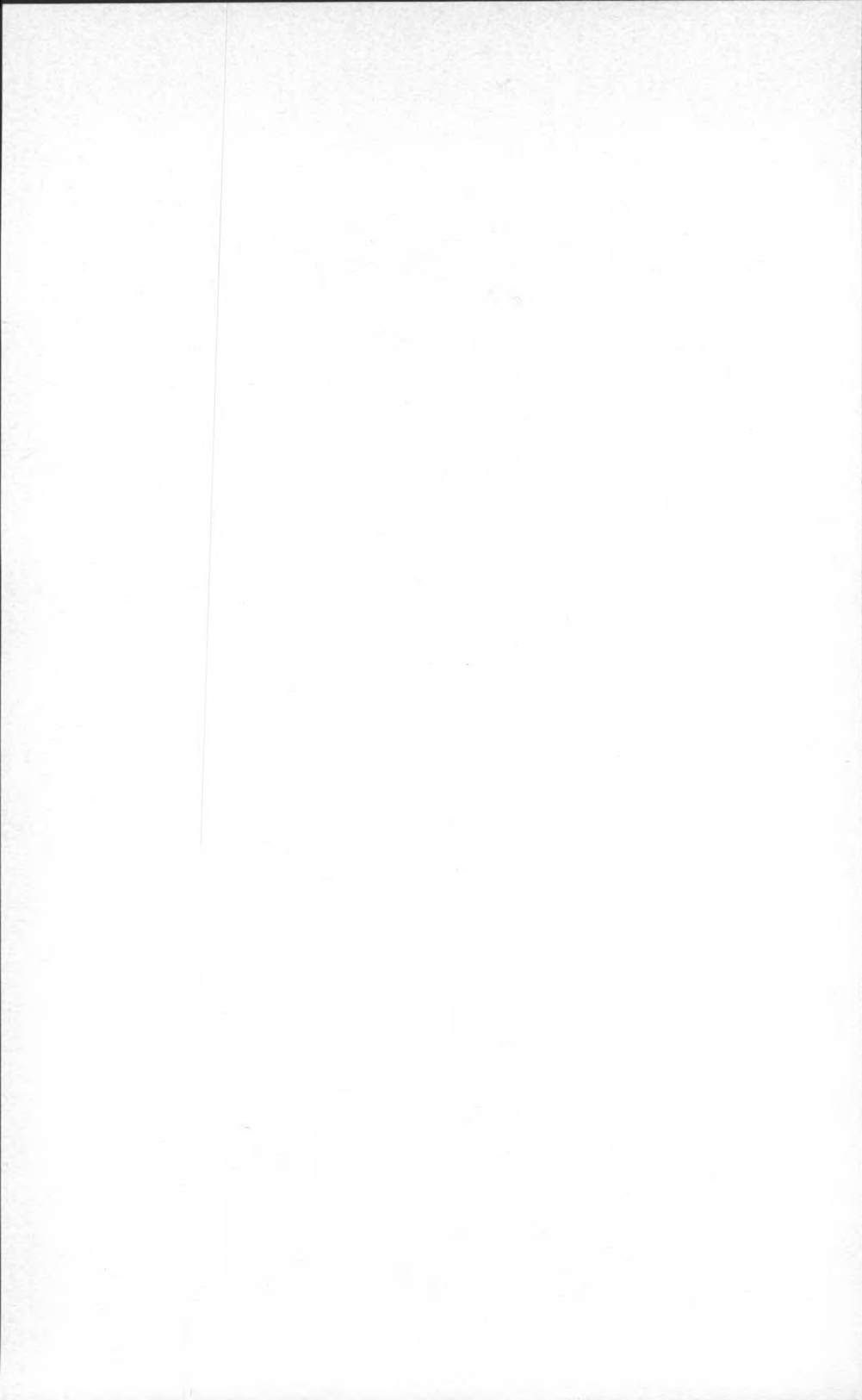
CORNELL UNIVERSITY ANNOUNCEMENTS

Supplement to Volume 54, Number 12, December 31, 1962

GRADUATE SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION

The University Board of Trustees has found it necessary to increase tuition and fees, effective June 5, 1963. As a result of this increase, the tuition and fees for each term in the GRADUATE SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION will be as follows:

Tuition	\$700.00
College and University General Fee	150.00
	<hr/>
Total each term	\$850.00



CORNELL UNIVERSITY

**GRADUATE SCHOOL OF
BUSINESS AND PUBLIC
ADMINISTRATION**

1963-1964



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*The Graduate School of Business and
Public Administration will occupy
this building in the fall of 1963.*

FACULTY, STAFF, AND ADVISORY GROUPS¹

OFFICERS OF ADMINISTRATION

DEANE W. MALOTT, M.B.A., LL.D., D.C.S., *President of the University*

WILLIAM D. CARMICHAEL, M.P.A., Ph.D., *Dean of the School and Professor of Economic Policy*

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LEROY K. YOUNG, M.B.A., M.D., *Assistant Professor of Clinical and Preventive Medicine and Lecturer in Hospital Administration*

¹ As of January 1, 1963.

² On leave, academic year 1962-1963.

³ On leave, academic year 1962-1963.

⁴ On leave, academic year 1962-1963.

ELECTED MEMBERS FROM OTHER FACULTIES

ARCH T. DOTSON, Ph.D., *Associate Professor of Government, College of Arts and Sciences*
 WAYNE L. HODGES, M.A., *Professor of Industrial and Labor Relations, New York State School of Industrial and Labor Relations*

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 JOAN S. DODGE, Ph.D., *Research Associate*
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 WALTER F. GRIMES, M.S., *Research Associate*
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 ROBERT C. MORRIS, M.S., *Lecturer in Administration*

ADMINISTRATIVE STAFF

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 INEZ M. KING, *Administrative Aide to the Dean*
 BETSY ANN OLIVE, B.L.S., *Associate Librarian*
 BEVERLY J. RYD, M.S. in L.S., *Reference Librarian*

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 JAMES A. MCCONNELL, *former Assistant Secretary, Department of Agriculture; former Executive Vice President, Cooperative Grange League Federation Exchange, Inc.*
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 NELSON SCHAELEN, *Partner, Smith, Barney and Company*
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 GUIDO F. VERBECK, JR., *Senior Vice President, Morgan Guaranty Trust Company*

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 GEORGE BUGBEE, *Director, Health Information Foundation and Professor of Hospital Administration, University of Chicago*
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JOSEPH C. HINSEY, *Director, New York Hospital-Cornell Medical Center*

JACK MASUR, *Assistant Surgeon General and Director, Clinical Center, National Institutes of Health, U.S. Public Health Service*

JOHN W. MCCONNELL, *Dean, New York State School of Industrial and Labor Relations, Cornell University*

HOWARD B. MEEK, *E. M. Statler Professor of Hotel Administration, Emeritus, Cornell University*

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

HENRY N. PRATT, *Director, New York Hospital*

RICHARD D. VANDERWARKER, *Vice President, Memorial Sloan-Kettering Cancer Center*

DONALD R. YOUNG, *President, Russell Sage Foundation*

AIM AND PHILOSOPHY

THE OBJECTIVE of the Graduate School of Business and Public Administration at Cornell University is to provide a professional education for men and women planning administrative careers in private enterprise or public service.

Administration is regarded in this School as an activity which may be usefully studied and as a skill which may be developed. The administrator is continuously concerned with promoting his organization and determining its objectives, with the consideration of the means to these ends, and with the implementation of his decisions through appropriate delegation of duties and the effective motivation of those concerned. The professionally competent administrator is distinguished particularly by his ability to identify and evaluate the significant aspects of his problem and to make wise decisions. He will be regardful of all the pertinent factors bearing on his problem—economic, social, and political. He will understand how to select and train his personnel, and how to function in his organization so as to secure willing, effective, and coordinated support from those both below and above him in the authority structure. Administrators function at many levels in an organization, but the advantages flowing from wise decisions, and the costs of unwise ones, multiply rapidly as one approaches the upper levels where heavy responsibility for determining goals, means, and methods rests. Hence it is to these levels that this School devotes its major attention.

In this School it is held that the award of the professional degree of M.B.A. or M.P.A. signifies: (a) knowledge and mastery of a body of basic literature appropriate to the degree; (b) an ability to make decisions wisely in the important functional areas appropriate to the degree; (c) an ability to deal rationally with the problems of top levels of administration; (d) the possession of standards of professional competence, both technical and ethical; (e) an advanced understanding of the problems of administration in some area; and (f) an interest in and understanding of how the art of administration can be advanced. The teaching programs are designed to achieve these objectives.

For each degree there is a broadly conceived core program, some features of which are common to both degrees, and there is a wide range of advanced courses. It should be noted, however, that this School presents advantages not found in others specializing in either business or public administration in that a student has excellent opportunities to learn about problems and methods in the field other than that in which he is working by taking its courses and through contact with students and faculty. There are many features of governmental operations which are of great interest to businessmen, and likewise public administrators require increasing knowledge of business affairs and practices.

This School is not interested primarily in vocational training for narrowly defined administrative areas associated with certain industries or with particular types of governmental activity. However, in some cases where unusual conditions and problems exist, special studies are made available both as concentrations and courses. One of these cases is hospital administration in which there is a substantial offering which may be approached through either basic degree program.

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The School's interest in exploring the art and science of administration is expressed in its publication, *Administrative Science Quarterly*.

It is our view that in the administrative world of tomorrow more than general education and more than empirical judgments will be required of leaders in business and governmental organizations. More systematic marshaling of information, more rational analysis, and better understanding of human relations will be required. This program has as one of its objectives the provision of the foundations, both conceptual and operational, on which the student can build further, either in professional practice or in formal study for the doctorate.

THE FACULTY

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

The faculty is composed of a core of full-time members on the staff of the School. However, a number of faculty members of other Cornell colleges and schools are associated with this School in various cooperative programs. The efforts of these full-time faculty members are further supported by lecturers who give part-time instruction and by a large number of guest lecturers in specialized fields who contribute to seminar sessions and class discussions.

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

FACILITIES

The School is housed in McGraw Hall on Cornell's lower campus, overlooking Cayuga Lake. With but few exceptions, classes are held in this building, 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. The administrative and faculty offices of the Sloan Institute of Hospital Administration, offices for doctoral candidates, and facilities for several of the School's research programs are in Rand Hall.

The School's new building is now under construction on the northwest corner of the intersection of Tower Road and Garden Avenue. Occupancy is scheduled for September of 1963. The structure is designed to meet the current and future specialized requirements of graduate work in administration, including classrooms for seminars and case discussion, a library designed to house some 100,000 volumes, facilities for executive development programs, a center for student activities, and offices for placement interviews.

HISTORICAL NOTE

The School opened in September, 1946, with 41 students and a faculty of seven. It achieved the status of a graduate school July 1, 1955, and in that year inaugurated a doctoral program. The Sloan Institute of Hospital Administration, an integral part of the School, was founded in 1955. Today the School grants the Master of Business Administration and Master of Public Administration degrees, and its faculty staffs the field of business and public administration in the Graduate School of Cornell University for the purpose of administering the Doctor of Philosophy degree program. Currently, the School has an enrollment of some 250 graduate students and a faculty of 26.

TEACHING PROGRAMS FOR THE MASTER'S DEGREE

RECOGNIZING the problem of bringing reality into the classroom, the School places emphasis on the case method of instruction in many of its classes. The development of general principles is also a major concern of the School. Principles and real-life situations, however, are brought into a meaningful relationship by requiring students to analyze administrative problems and develop a course of responsible action.

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.

At the Master's level, the Graduate School of Business and Public Administration confers two professional degrees, the Master of Business Administration (M.B.A.), and the Master of Public Administration (M.P.A.).

The 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, and administrative accounting—as employed in the management process. Accordingly, in the two-year program leading to the professional degrees, the first-year course of study is largely predetermined.

On the completion of the first year's requirements, a candidate for either degree will select a *field of concentration* for more intensive study. The principal fields of concentration are described for business administration on p. 9 and for public administration on p. 18. As indicated later in this section, however, special programs suited to the needs of qualified students may be developed.

Minimum and maximum credit hours a term are 12 and 18, respectively, with a minimum of 62 credit hours required for graduation. 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 Sloan Institute of Hospital Administration offers a two-year academic program which is integrated into the work for the degrees of Master of Business Administration and Master of Public Administration. Courses in the health area and administration of hospitals complement those devoted to basic administration and management skills. A closely coordinated program of field training rounds out this educational experience.

DEGREE WITH DISTINCTION

The School confers the M.B.A. and M.P.A. degrees *with distinction* upon a limited number of students and, quality permitting, *with highest distinction*. The attainment of the degree with distinction indicates not only excellence in course work but also a broad knowledge of business or public administration in general and an ability to integrate effectively the materials of separate courses in the resolution of administrative problems in one's particular field of interest.

All students with a cumulative average grade of 83 at the end of their second term are invited to participate. The average must be raised to 85 by the end of the third term in order to continue in the degree-with-distinction program. The candidate may elect either of the following procedures:

1. Write an honors thesis for six hours' credit during the third and fourth terms, three credit hours each term. Credit for an acceptable thesis is allowed whether or not the candidate qualifies for the degree with distinction.
2. Write an honors paper during a week of the final term in which the candidate is freed from all other academic responsibilities. Topic of the paper is selected by the candidate's adviser.

Under both procedures the candidate must sit for a comprehensive oral examination on his written work and major subject matter field. The degree with distinction requires acceptable performance in both the written work and the oral examination.

ADVANCED STANDING

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

EXEMPTIONS

Exemption, without credit, from first-year core courses will be granted on the basis of performance in written examination. Exemption examinations in first-year core courses will be given during the week prior to registration for the term in which the courses are offered. Such exemptions free the student to take other courses appropriate to his degree program; they do not reduce the requirement of 62 credit hours.

BUSINESS ADMINISTRATION

The purpose of the program in business administration is to provide an educational foundation for responsible business leadership. This foundation includes:

Training in the handling of administrative relationships in business, based upon an understanding of administrative practices and theory, including the contributions of the behavioral sciences.

Knowledge of the use of quantitative methods of analysis in the solution of

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business problems, including an appreciation of how mathematical approaches may be used.

A foundation in economic analysis that makes possible a better understanding of the economic environment in which business operates, and that also furnishes analytical tools as aids in decision making.

An understanding of the functions required to operate a business enterprise, such as marketing, production, and finance, including a useful approach to decision making in connection with operating problems.

A company-wide point of view, together with training in the diagnosis of situations, the determination of objectives, and the development of programs of action for the business as a whole.

An understanding of the significant public policies, and of the underlying political and economic foundations, which must be taken into account by responsible business leadership.

A developed sense of standards of professional competence and ethical conduct.

Knowledge of the literature in business administration, together with an understanding of how administrative effectiveness can be enhanced.

BASIC PROGRAM IN BUSINESS ADMINISTRATION

The first year is devoted largely to a core of required courses which have been designed to provide in an integrated and coordinated manner the essentials of good management and administration. During the second year the student develops his more specialized interests.

FIRST YEAR

	<i>1st Term</i>	<i>2d Term</i>
100. Introduction to Administration.....	3	
101. Personnel Management and Human Relations.....		3
102. The American Economy.....	3	
103. Managerial Economics.....		3
104. Finance		3
106. Marketing	3	
107. Production		3
108. Politics and Political Power.....		3
110. Principles of Accounting.....	3	
111. Managerial Accounting		3
113. Introduction to Managerial Statistics.....	3	

SECOND YEAR

	<i>1st Term</i>	<i>2d Term</i>
200. Business Policy Formulation.....	3	
201. Information Sources in Administration *.....	2	
202. Private Enterprise and Public Policy †.....		3
Electives	9-12	12-15

* To be taken the first year, exemption permitting.

† Not required of students taking both 376, Business Policy and Economic Instability, and 377, Competitive Behavior and Public Policy.

In addition to completing the core curriculum outlined above, each student will fulfill the requirements of a concentration (to be determined no later than

the beginning of the second year). The content of the student's concentration program shall be determined in consultation with his adviser after consideration of his background, interest, and abilities. Additional information is given in the next section entitled "Concentrations in Business Administration."

The course requirements for the concentration in hospital administration differ slightly from the above with respect to both the first and second years.

CONCENTRATIONS IN BUSINESS ADMINISTRATION

ACCOUNTING (M.B.A.)

There are two *accounting* concentrations. The first is designated *industrial accounting* and is designed either to lead to a career in the accounting department of a business or government agency, or to supply tools which a general business manager can utilize. The second concentration, *professional accounting*, 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 INDUSTRIAL ACCOUNTING PROGRAM . . . This accounting concentration is flexible depending on the student's preparation prior to entering the School and his proposed vocational objectives. A typical program would include second-year courses in finance and managerial economics as well as advanced accounting, cost accounting, and tax accounting.

THE PROFESSIONAL ACCOUNTING PROGRAM . . . Because of the complicated nature of certain requirements for the Certified Public Accounting certificate, the student contemplating the professional accounting program should consult with a member of the accounting staff at the earliest possible date prior to or immediately after initial registration. However, this much may be said here—the New York State Education Department requires applicants to any part of the examination in certified public accountancy to have been graduated from a college offering an accounting curriculum registered by the State Education Department and to have completed the following courses and credit hours: liberal arts, 48; business subjects, 60 (including accounting, 24; commercial law, 8; finance, 8; economics, 6; and other business subjects, 14); and electives, 12. These requirements may be met by combining undergraduate work with the work offered in this School; but before this School will certify that a student has completed the above curriculum, it will require submission of official records in evidence thereof. Students who have not completed these requirements will not be certified to the New York State Education Department.

A student who plans to fulfill the academic requirements for the C.P.A. certificate (New York) should elect BPA 112, Governmental Accounting, and must complete the following program of courses in addition to BPA 300 and 301, Advanced Accounting:

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

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

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

AGRICULTURAL MANAGEMENT (M.B.A.)

The *agricultural management* 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 together with advanced study in agricultural management. For this purpose this School and the College of Agriculture have combined their resources. There are substantial opportunities in the agricultural industries for persons possessing this combined background.

In addition to the above, programs may be arranged—also within the agricultural management concentration—in the following fields of study: management of agricultural cooperatives, agricultural credit administration, agricultural marketing, and resources management. The potential combination of courses offered in this School and in the College of Agriculture that would satisfy the objectives in each of these special fields is too great to permit elaboration in this Announcement. More detailed information will be supplied on request addressed to the Administrative Aide to the Dean of this School.

BUSINESS MANAGEMENT (M.B.A.)

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.

For the student who has not selected a particular field, this concentration offers an opportunity to build a broad general program including advanced work in

such major functional areas as marketing, production, accounting, finance, and personnel, and in general management, or in other related fields of study included in the School's curriculum or in the University at large. The program of courses will be selected by the student in consultation with his adviser.

FINANCE (M.B.A.)

The administration of financial affairs in business plays a critically important role in administration. It is essential, therefore, that the student of administrative processes possess a broad understanding of the function of *finance*, its mechanisms, and the operation of the financial system. Moreover, considering the intricate interrelationships between business and government in the realm of finance, it is equally essential that all students of finance understand something of the problems of both business finance and government finance.

The program in business finance presents an integrated treatment of the operational aspects of business and investment finance, the functions of financial institutions and capital markets, and the basic economic and legal framework of financial organizations. 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, in financial counseling, and in investment management.

HOSPITAL AND HEALTH ADMINISTRATION (M.B.A.)

The concentration in *hospital administration*, combined with the core work in general administration and management techniques, is designed to prepare the student for a career in hospital administration or related activity. The core courses in the basic program, as well as the electives usually recommended, emphasize business management.

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

The general plan of this concentration is based on two years of work in residence, including short periods of field investigation and a traineeship in the intervening summer.

The work in residence involves several modifications of the core program in business administration. The following core courses are *not* required of students in the hospital administration concentration: 106, Marketing; 107, Production.

The following courses are added to the core program for students taking the hospital administration concentration:

FIRST YEAR

	1st Term	2d Term
115. Health Needs and Services.....	3	
116. The Health Organization and Its Environment.....		2
117. Health Economics.....		2

SECOND YEAR

	1st Term	2d Term
450. Administrative and Organizational Developments in Hospitals	3	
452. Orientation to Clinical Medicine.....	3	
453. Legal Aspects of Hospital Administration.....	1	
454. Policy and Planning in Hospitals and Health Agencies.....		3
455. Seminar on Health and Society.....		3

INTEGRATED FIELD EXPERIENCE . . . Supplementing the academic work is a carefully planned and supervised program of field training designed to reinforce the student's understanding of administrative principles and hospital management. Every effort is made to meet individual needs and to complement previous hospital or related experience.

I. PRE-ENTRANCE HOSPITAL ASSIGNMENT. This optional experience of one to three months ordinarily is arranged by the Sloan Institute in a hospital located in the vicinity preferred by the prospective student. It is of particular value for the individual who is unfamiliar with the hospital environment, as a preparation for the didactic program. This assignment may involve a salaried job or a shorter observation period.

II. FIELD INVESTIGATION. By a formal plan of affiliation, the diversified hospital plant of the central New York area, with its professional resources, is utilized as a laboratory for the reinforcement of the teaching program. At various times during the two academic years, students make visits to these hospitals for the investigation of specified areas of hospital policies, relationships, and procedures relating to the curriculum. Faculty members and hospital administrators jointly plan and supervise these series of visits.

III. SUMMER TRAINEESHIP. During the first year in the Graduate School of Business and Public Administration, the student completes the principal pre-professional courses as well as three introductory courses in the health field and hospital administration. With this perspective, the student then spends approximately three months during the summer in a hospital administration trainee program under the guidance of a well-qualified administrator. The responsibility given the student will vary, depending on his previous experience; in any event, a systematic coverage of various phases of hospital operation, special administrative assignments, and attendance at administrative and medical conferences constitute some part of each student's experience. A stipend is usually provided, the question of board and room being dependent upon the particular arrangements made in each case.

IV. POSTGRADUATE EMPLOYMENT. There is *no* hospital residency requirement, and the degree is granted upon the successful completion of the second year. The graduate will have received a basic education in administrative theory and practice, business management skills, and medical administration. This foundation will be coupled in some cases with previous education and experience of varying quality and duration. Ideally, the first postgraduate employment will provide for additional training, particularly in the technical aspects of hospital operation. During the second academic year, the Sloan Institute makes every effort to bring together prospective employers and degree candidates as an aid to obtaining mutually rewarding employment situations.

MANAGERIAL ECONOMICS (M.B.A.)

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

Preparation in this area may stress either the qualitative or the quantitative approach to economic analysis. It is apparent, however, that both methods are involved in real problems of economic analysis, and general competence in both is needed not only for a concentration in managerial economics but also in the subject area of other concentrations, especially accounting, finance, marketing, and production.

QUALITATIVE APPROACH . . . With this emphasis, the student should have an undergraduate background in economic studies, particularly in economic theory. His graduate work will encompass an exploration of the changing economic environment of the business firm and the problems of government and of business in planning and adapting to economic growth, economic stability, and international security and leadership in the free world. The student may stress either the aggregative approach of government policy or the more selective approach of the private firm; and his course load will be adapted to his needs from offerings of other departments and schools of the University as well as this School.

QUANTITATIVE APPROACH . . . With this emphasis, the student should have some undergraduate work in mathematics as well as in economics and related fields. The object here is to provide the student with a high degree of competence in the utilization of mathematical and statistical tools in the analysis of economic problems either for general economic purposes or for decision making. Again, the varied resources of the University will be employed to fill the gaps in the student's background and to sharpen his understanding and skill in quantitative approaches.

Courses given in this School (BPA 400, 401, 402, and 403) are designed to stress topics not covered elsewhere in the University and to provide a basis of understanding that will permit the student to derive maximum value from more highly specialized courses offered elsewhere on campus. Some of these complementary interrelations of available course work are suggested in the following paragraphs.

BPA 400, built on the foundations of BPA 103 and 113, covers the statistical concepts given in Engineering 3243 and 3244 but in less detail, and it touches upon the groundwork of experimental designs which is supplemented by numerous applications in Agricultural Economics 240.

BPA 401 (Economics 856) is also an elective course for graduate students in economics who are interested in the mathematical approach. A graduate course in economic theory and knowledge of elementary calculus are its prerequisites. It can be taken concurrently with Economics 855, which deals with more classical approaches to mathematical economics.

In BPA 402 some of the topics presented in Engineering 3240 are discussed, but the managerial economics aspects are emphasized and a number of topics not treated in Engineering 3240 are covered. For more thorough treatment of some of the techniques presented in BPA 402, students may choose to take Engineering 3254 and 3280.

Courses in statistics offered in the University include Engineering 3241-3245; Industrial and Labor Relations 310, 311, 610, and 614; Mathematics 711-712, 721-722, 731-732, 741-742, and 747; Plant Breeding 210-211 and 213-214. Other courses related to the quantitative approach to managerial economics include Agricultural Economics 208 and 215; Economics 855-856 and 895-896;

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Engineering 3240, 3254, 3280, 3281, and 3284; and Industrial and Labor Relations 613. Students' attention is called to BPA 901, Administrative Applications of High-Speed Computers.

MARKETING (M.B.A.)

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.

PERSONNEL MANAGEMENT (M.B.A.)

The objectives of the concentration in *personnel management* are the following: (1) To develop an understanding of personnel administration as a management function and its relationship to other management activities; (2) to further an understanding of the policies, methods, and techniques utilized in the process of personnel administration and to have the students become familiar with sources of information relating to such activities; (3) to develop the capacity to analyze personnel problems, select the most effective means of dealing with them, and plan appropriate courses of action; (4) to have the students become familiar with current and future problems, trends, and research in the field of personnel administration and human relations and to understand their significance.

Courses and seminars in this field cover motivation, supervision, communications, selection, training, compensation, discipline, performance review, promotion, transfer, development, safety, and employee services and benefits.

In addition to increased opportunities for staff personnel specialists, line officials, including top management, are finding more and more need for knowledge of personnel management and human relations in getting results through others in sales, production, finance, engineering, accounting, and research.

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

In addition to the courses and seminars in personnel management and human relations offered by this School, other courses are available from among the wide range of graduate courses in or related to personnel management in other divisions of the University, including the School of Industrial and Labor Relations.

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

PRODUCTION (M.B.A.)

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

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

Consequently, throughout the concentration in *production*, attention is focused on the importance of human relations, on the improvement of decision-making ability, and on the development of a broader point of view with respect to marketing, finance, accounting, and other internal activities on the one hand, and external influences on the other. Emphasis is placed on the development of administrative rather than technical abilities. Subject matter has been chosen with a view toward developing concepts and approaches which will be useful in the productive phase of any activity whether in a factory, a bank, a retail store, a clerical department, or from the point of view of the administration or control of production activities in military or civil public administration. In planning a concentration in production, the student is encouraged to select areas in closely related fields of activity which may be pertinent from the point of view of his objectives, in addition to appropriate courses in production, both in this School and in the College of Engineering.

TRANSPORTATION AND PUBLIC UTILITIES (M.B.A.)

For students interested in careers in transportation or public utility enterprises, courses are offered, normally for second-year students, in the unique features of

these activities. With respect to railroads, motor carriers, airlines, and shipping firms, emphasis is placed on the features of pricing, service, operations, organization, finance, and public policy peculiar to each. With respect to electric and other utilities, work on the complexities of regulation and rate making is offered. There is ample opportunity to take advanced work in supporting business subjects.

SPECIAL (M.B.A.)

In appropriate circumstances, a second-year student will be permitted to complete a *special* concentration under the supervision and guidance of a faculty committee.

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

PUBLIC ADMINISTRATION

The expanding role of government during the last three decades has added immeasurably to the dimensions and opportunities in public administration. What was once largely a task oriented to domestic problems has become international in scope, embracing almost all aspects of life.

The School's program in public administration is based upon this important role of government in modern life, the rise of the career public service, and the consequent demand for trained administrators at all levels of government. The M.P.A. curriculum is intended for students who seek careers in local, state, federal, or international agencies, or a combination of these. It prepares for performance in policy and program areas as diverse as urban development or overseas economic and technical assistance, or in management areas like finance and budget analysis or personnel management. It is also a basis for work with private enterprise in the management of its relations with government, or with government in its relations with business.

Expressed in general terms, the educational foundation for responsible public leadership includes knowledge and abilities similar to those outlined previously for business (p. 7). There is, however, an appropriately greater emphasis on politics, public law, and the formulation of public policy, and there is less emphasis on the productive and distributive processes found in manufacturing and marketing. The School endeavors to develop both the student's knowledge and competence in the processes of administration and his knowledge and understanding of public policy itself. While providing for considerable work in depth, the program is nevertheless primarily concerned with the development of public

administrators with a broad understanding of both management and public affairs.

As candidates from a wide variety of disciplines and experiences are encouraged to enroll, a particular effort is made to devise individual programs for each student. Special programs recently undertaken by M.P.A. students have been in resources management, Southeast Asian public administration, and operation of publicly owned enterprises. Other concentration possibilities are outlined in the sections to follow.

BASIC PROGRAM IN PUBLIC ADMINISTRATION

The first year is devoted largely, although not entirely, to required courses designed to provide in an integrated manner certain essentials of good management and administration. There is but one required course in the second year. Students with little or no prior work in political science, however, will be expected to supplement their program with some of the many offerings in this field given by the School or elsewhere in the University.

FIRST YEAR

	<i>1st Term</i>	<i>2d Term</i>
100. Introduction to Administration.....	3	
101. Personnel Management and Human Relations.....		3
102. The American Economy.....	3	
103. Managerial Economics.....		3
110. Principles of Accounting.....	3	
112. Governmental Accounting		3
113. Introduction to Managerial Statistics.....	3	
201. Information Sources in Administration.....	2	
Administrative Law *	3	
Electives		6-9

* Several alternatives are available in the Department of Government and in the Law School. Not required of foreign students.

SECOND YEAR

	<i>1st Term</i>	<i>2d Term</i>
202. Private Enterprise and Public Policy.....		3
Electives	15-18	12-15

Courses in functions such as public finance and personnel, organization and systems analysis, and supply and procurement are not required. However, a student is normally requested to take, at some suitable point in either year, as many of these in which he may be deficient as are directly related to his career plan. In addition, a general seminar in problems of politics and public administration is usually taken to complement the required second-year courses.

Building on the foundation described above, each second-year student will fulfill the requirements of a concentration, to be determined no later than the beginning of the second year. The student's concentration program is determined in consultation with his adviser after consideration of his background, interests, and abilities. For example, the prospective city manager may include

work in urban administration, finance, accounting, personnel, management analysis, city planning, and, perhaps, a special area such as urban renewal. A concentration in general "public administration and policy" may emphasize either civil or military institutional and policy problems. A student with political science or economics as an undergraduate major and interested in overseas assistance programs may elect the international and foreign concentration, together with suitable work in comparative government, international law and politics, and area studies as available in other divisions of the University. The student with adequate preparation may also focus his program on the use of mathematical techniques in decision making.

The course requirements for the concentration in hospital administration differ slightly from the above with respect to both the first and second years. Additional information on this and other suggested concentrations is given in the next section entitled "Concentrations in Public Administration."

CONCENTRATIONS IN PUBLIC ADMINISTRATION

AGRICULTURAL POLICY AND MANAGEMENT (M.P.A.)

The concentration in *agricultural policy and management* 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 public administration together with advanced study in governmental agricultural policy and programs. For this purpose this School and the College of Agriculture have combined their resources. There are substantial opportunities in the agricultural industries and in governmental agencies for persons possessing this combined background.

In addition to the above, programs may be arranged—also within the agricultural management concentration—in the following fields of study: management of agricultural cooperatives, agricultural credit administration, governmental agricultural policy and administration, and resources management. The combination of courses offered in this School and in the College of Agriculture that would satisfy the objectives in each of these special fields is too great to permit elaboration in this Announcement. More detailed information will be supplied on request addressed to the Administrative Aide to the Dean of this School.

CITY MANAGEMENT (M.P.A.)

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

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

	1st Term	2d Term
108. Politics and Political Power.....		3
112. Governmental Accounting		3
428. Governmental Fiscal Management.....	3	
430. Investment in Government Securities.....		3
501. Public Personnel Management.....		3
553. Municipal Finance Administration.....	3	
554. Seminar in Urban Government and Administration.....		3
558. Seminar in Government Finance and Enterprise.....	3	
900. Management Surveys and Analysis.....	3	
History of City Planning (Arch. 701).....		3
Principles of City and Regional Planning (Arch. 710).....	3	
City Planning Administration (Arch. 721).....		2
Legal Aspects of Planning (Arch. 723).....		2
Seminar in Urban Renewal (Arch. 751).....		2
Seminar in Regional Planning (Arch. 760).....	2	
Traffic Engineering (Eng. 2620).....	3	
Public Health and Community Sanitation (Eng. 2509).....		3
Municipal Sanitation (Eng. 2532).....	3	
Taxation (Agr. Econ. 138).....	3	

FINANCE (M.P.A.)

The management of financial affairs in government plays a critically important role in administration. It is essential, therefore, that the student of administrative processes possess a broad understanding of the function of *finance*, its mechanisms, and the operation of the financial system. Moreover, considering the intricate interrelationships between business and government, it is equally essential that all students of finance understand something of the problems of both business finance and government finance.

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

HOSPITAL AND HEALTH ADMINISTRATION (M.P.A.)

The concentration in *hospital administration*, combined with the core work in general administration and management techniques, is designed to prepare the student for a career in hospital administration or related activity. The core courses in the basic program, as well as the electives usually recommended, emphasize the management of governmental institutions and agencies.

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

The general plan of this concentration is based on two years of work in residence, including short periods of field investigation, and a traineeship in the intervening summer.

In addition to the core program in public administration, students in the hospital administration concentration must take the following courses:

FIRST YEAR

	<i>1st Term</i>	<i>2d Term</i>
115. Health Needs and Services.....	3	
116. The Health Organization and Its Environment.....		2
117. Health Economics		2

SECOND YEAR *

	<i>1st Term</i>	<i>2nd Term</i>
450. Administrative and Organizational Developments in Hospitals	3	
452. Orientation to Clinical Medicine.....	3	
453. Legal Aspects of Hospital Administration.....	1	
454. Policy and Planning in Hospitals and Health Agencies.....		3
455. Seminar on Health and Society.....		3

* The course in Administrative Law is also taken in the second year.

INTEGRATED FIELD EXPERIENCE . . . Supplementing the academic work is a carefully planned and supervised program of field training designed to reinforce the student's understanding of administrative principles and hospital management. Every effort is made to meet individual needs and to complement previous hospital or related experience.

I. *PRE-ENTRANCE HOSPITAL ASSIGNMENT.* This optional experience of one to three months ordinarily is arranged by the Sloan Institute in a hospital located in the vicinity preferred by the prospective student. It is of particular value for the individual who is unfamiliar with the hospital environment, as a preparation for the didactic program. This assignment may involve a salaried job or a shorter observation period.

II. *FIELD INVESTIGATION.* By a formal plan of affiliation, the diversified hospital plant of the central New York area, with its professional resources, is utilized as a laboratory for the reinforcement of the teaching program. At various times during the two academic years, students make visits to these hospitals for the investigation of specified areas of hospital policies, relationships, and procedures relating to the curriculum. Faculty members and hospital administrators jointly plan and supervise these series of visits.

III. *SUMMER TRAINEESHIP.* During the first year in the Graduate School of Business and Public Administration, the student completes the principal pre-professional courses as well as two introductory courses in the health field and hospital administration. With this perspective, the student then spends approximately three months during the summer in a hospital administration trainee program under the guidance of a well-qualified administrator. The responsibility given the student will vary, depending on his previous experience; in any event, a systematic coverage of various phases of hospital operation, special administrative assignments, and attendance at administrative and medical conferences constitute some part of each student's experience. A stipend is usually provided, the question of board and room being dependent upon the particular arrangements made, in each case.

IV. *POSTGRADUATE EMPLOYMENT.* There is *no* hospital residency requirement, and the degree is granted upon the successful completion of the second year. The graduate will have received a basic education in administrative theory and

practice, business management skills, and medical administration. This foundation will be coupled in some cases with previous education and experience of varying quality and duration. Ideally, the first postgraduate employment will provide additional training, particularly in the technical aspects of hospital operation. During the second academic year, the Sloan Institute makes every effort to bring together prospective employers and degree candidates as an aid in obtaining mutually rewarding employment situations.

PERSONNEL MANAGEMENT (M.P.A.)

The concentration in *personnel management* is designed for students interested in the organization and operation of public personnel systems, including the essentials of personnel policy and a systematic consideration of techniques of employment, training, classification, compensation, and employee relations. Problems, programs, and policies of state, federal, and municipal organizations are given consideration. Students have the opportunity to become familiar with sources of information related to personnel management in both public and private enterprises. Through research projects and seminars, opportunities are provided for analyzing personnel problems and planning appropriate courses of action.

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

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

In addition to the courses and seminars in personnel management and human relations offered at this School, other courses are available from a wide range of graduate courses in or related to personnel management in other divisions of the University, and especially in the School of Industrial and Labor Relations. For example, courses for graduate credit are available in labor union history and administration, labor market economics, selection and placement, collective bargaining, social security, wage and salary administration, and human relations.

PUBLIC ADMINISTRATION AND POLICY (M.P.A.)

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

The public administration and policy program is based upon the foundation laid in the first year of core work and will provide the student with more advanced, though still broadly oriented, work in program operations of government at the international, federal, state, or local levels as well as advanced work in the important functional areas of personnel and civil service procedures, public budgeting and fiscal management, and organization and methods work.

Those who wish to emphasize a particular institutional framework may wish to consider either the federal or the international administration options in this concentration, or the city management concentration described elsewhere.

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

	<i>1st Term</i>	<i>2nd Term</i>
428. Governmental Fiscal Management.....	3	
501. Public Personnel Management.....		3
556. Seminar in Public Administration.....	3	
559. Supply and Material Management.....		3
900. Management Surveys and Analysis.....	3	

GENERAL PUBLIC ADMINISTRATION OPTION . . . Students wishing to continue in a broad approach to public administration will, in addition to the course work outlined above, normally complete at least 9 hours selected from among Course 551, American Operations Abroad; Course 552, Comparative Public Administration; Course 553, Municipal Finance Administration; Course 554, Seminar in Urban Government and Administration; and Course 555, Federal Administration.

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

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

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

For more specialized programs in public administration the student should consider the opportunities outlined under the concentration headings of agricultural management, city management, finance, hospital administration, personnel management, and transportation. In addition, under the "special" concentration heading, it is possible for the mature student to take advantage of unusual combinations of work available through both this School and other Cornell departments and to develop an integrated program tailored to his special interests.

TRANSPORTATION AND PUBLIC UTILITIES (M.P.A.)

See the statement for M.B.A. candidates, p. 15.

Students interested in the administration of publicly owned transportation systems and utilities or in public policy and public regulation of private utilities will find the offering in this area of interest. They will be expected to take a substantial amount of supporting work in the area of public administration.

SPECIAL (M.P.A.)

In appropriate circumstances, a second-year student will be permitted to complete a *special* concentration under the supervision and guidance of a faculty committee.

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

ADMINISTRATION AND LAW

The objective of this program, organized by joint action of this School and the Cornell Law School, is to provide, in four years, professional training in both administration and law. This may be done without sacrifice of the high standards of both schools, and without omitting any part of the necessary preparation for the bar examinations.

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

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

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

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

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

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

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

PROGRAM FOR THE DOCTOR OF PHILOSOPHY DEGREE

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

PURPOSE OF THE DOCTORAL PROGRAM

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

PHILOSOPHY OF DOCTORAL WORK

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

PLAN OF STUDY AND RESEARCH

The regulations governing the requirements for the Ph.D. degree, unlike those for the professional degrees of M.B.A. and M.P.A. which are governed exclusively by action of the faculty of this School, are established by the Cornell graduate faculty and administered by the Cornell Graduate School.

In brief, these rules provide that the candidate for the Ph.D. degree work under the direction of a special committee composed of three members of the faculty who represent his major and minor subjects. The program for the Ph.D. candidate is arranged and approved by the special committee in accord with the following general requirements for the doctoral degree: (1) a minimum of six terms of residence (i.e., three academic years) as a graduate student—which

may include credit for residence while doing professional or other graduate work at Cornell or elsewhere; (2) the satisfactory completion, under the direction of his special committee, of work in one major subject and two minor subjects; (3) reading facility in two foreign languages; (4) the presentation of an acceptable thesis; and (5) the passing of qualifying and final examinations. However, the candidate is advised to consult the *Announcement of the Graduate School* for further details concerning these and other general requirements.

MAJOR SUBJECTS

The full list of *approved major and minor subjects* at Cornell is contained in the *Announcement of the Graduate School*. The program of study for the Ph.D. degree requires a major subject and two minors. Candidates with a major in the *field* of business and public administration, must select a major *subject* from among the following: (1) business administration, (2) public administration, and (3) managerial economics. The scope and method of these subjects are outlined below.

BUSINESS ADMINISTRATION

This subject stresses the relationship of the business firm to its economic, political, and social environment emphasizing the art and science of administering organizations, power relationships, policy formulation, and program development. A thesis in this subject area may stress one of the functional areas in business, but it must also focus the relationship of that function to the administration of the firm as a whole.

PUBLIC ADMINISTRATION

The approach to public administration is interdisciplinary, including methodology in the social sciences, bureaucratic theory and organizational behavior, government policies and operations as well as management services like personnel, budgeting, and accounting, and the social, political, and economic environment of public administration. It will sometimes include a comparative study of foreign administration as well.

MANAGERIAL ECONOMICS

The emphasis here is on the analysis of economic and political data as a basis for administrative decision making and policy formulation in the individual firm, in the public agency, or in the economy at large. Within this broad subject area, the candidate may choose to stress either the business (micro) or the public (macro) approach, and he may focus either the methods of quantitative or those of qualitative economic analysis.

The doctoral candidate will be expected to acquire competence in research methodology appropriate to his major subject area; and he is encouraged, although not required, to develop competence in mathematics. The Statistics Center, the Computing Center, and the Department of Mathematics, as well as the College of Engineering, offer excellent facilities for advanced training in mathematical analysis for social scientists.

MINOR SUBJECTS

In addition to the three major subjects, *which are also available as minors*, the Graduate School of Business and Public Administration offers four minor subjects of doctoral study: (1) finance and accounting, (2) marketing, (3) production, and (4) hospital administration. Each of these subject areas is sketched briefly below.

FINANCE AND ACCOUNTING

This subject is concerned with the theory and practice of monetary measurement and analysis for budgeting, investment appraisal, decision making, policy formulation, and control. Stress may be placed on private operations or on public monetary-fiscal policies.

MARKETING

The emphasis here is on the behavioral sciences approach to criteria for the measurement of social and financial returns from marketing activities and on understanding of the contributions of marketing theory and research to decision making and policy formulation.

PRODUCTION

The focus of this subject is the administration and control of production activities—business, public, or military—with emphasis on research in human relations and the development of methods of analysis designed to improve the quality of production-management decisions within the total climate in which the firm operates. Production is not available as a minor subject to doctoral candidates who major outside the *field* of business and public administration.

HOSPITAL ADMINISTRATION

Within this subject the candidate may stress the basic and technical aspects of medical administration, or he may emphasize the broader social area of the development of more effective institutional arrangements for the protection and improvement of public health.

The candidate is encouraged to take his second minor outside the offerings of the Graduate School of Business and Public Administration in one of the social sciences or in some subject area related to his major interest and his career requirements. This permits him not only to utilize more fully the resources of the University, but also to gain in breadth of training and professional competence. The possibilities of minors outside this School are much too numerous to be listed. The interested student should consult the *Announcement of the Graduate School*, which includes all necessary details.

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

EXAMINATIONS AND THESIS

Normally within the first month of the doctoral candidate's arrival at this School, he will take an oral qualifying examination administered by his special

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

Further to this end, a candidate for a major in the *field* of business and public administration must demonstrate in writing, as a part of his qualifying examination, reasonable competence in three auxiliary subjects related to his major in addition to his two chosen minor subjects. For a major in public administration, these complementary subjects include statistics, American government, basic sociology, and basic economics. For other majors in the field, one complementary subject must be business administration or managerial economics, unless chosen as a minor, and the remainder may be selected among accounting, finance, marketing, production, personnel management, human relations. If candidate's performance in these written examinations, which are the equivalent of a course examination at the Master's level, is unsatisfactory, one or two semester courses will be prescribed to remove the deficiency. Written examinations in auxiliary subject areas will be scheduled for the first week of each semester. A doctoral candidate must take these examinations on arrival, and he must complete the requirement before he is eligible to take Examination A.

Examination A will be given when, in the mutual opinion of the candidate and his special committee, the student is adequately prepared to demonstrate an understanding of the subject matter, methods, and literature appropriate to his major and minor subjects. This examination is administered in two parts: a written examination in each subject normally taken on separate days; and an oral examination given by the special committee as a whole a few days later.

Within the broader outline of his major subject, including the relationship of his minors to his major subject, the candidate will be expected to select, with the approval of his special committee, a special area for research and the writing of his thesis. This area is limited only by the capabilities of the candidate and the faculty resources of this School and the University. Once his thesis is completed to the satisfaction of his special committee, the candidate must defend his thesis, his methods of research, and the logic of his presentation in his final oral examination.

ADMISSION

The Ph.D. degree in the *field* of business and public administration is conferred under rules and regulations established by the Cornell graduate faculty and administered by the Graduate School. These governing conditions are enumerated in the *Announcement of the Graduate School*, to which the student is referred for details. The graduate faculty of the *field* may recommend action to the Graduate School, but actual acceptance of the candidate for doctoral study, registration of the doctoral candidate, and other formalities are completed by and through the Cornell Graduate School. Therefore, applications for admission, including all necessary credentials, should be forwarded to the Graduate

School with appropriate notation of the applicant's major subject interest in doctoral study.

Admission to the doctoral program in business and public administration generally presupposes advanced academic work in relevant subject areas, but a Master's degree, while common, is not an absolute requirement either for Cornell or for other University graduates. However, all students desiring admission to the doctoral program, except for students residing abroad at the time of their application, will be expected to take either the Admission Test for Graduate Study in Business or the Graduate Record Examination (Aptitude Test). For information concerning either test, address the Educational Testing Service, 20 Nassau Street, Princeton, New Jersey, as soon as possible.

Pre-admission interviews are not required for students planning doctoral work in business and public administration. However, when it is feasible for the prospective candidate to visit Ithaca and whenever there is uncertainty regarding programs of study or other matters, the student is urged to arrange for such interviews. Appropriate appointments will be scheduled by the Chairman of the Advanced Degrees Committee of this School in conformity with a written request indicating the nature of the information or guidance desired.

GENERAL RESIDENCE REQUIREMENTS

For a general statement of the rules concerning residence, see the *Announcement of the Graduate School*. Under the rules of the Graduate School, "no commitment may be made for acceptance of previous study in another graduate school in lieu of required residence until *after* the candidate has entered into study in residence in the Graduate School." Individual faculty members may properly be requested to give prospective students an advisory opinion as to the probable residence which may be transferred, but the student must understand that any such opinion is not binding upon the Graduate School. Residence credit for previous study in another graduate school is based primarily upon an evaluation of the advancement of the student rather than upon any precise number of credit hours recorded on a transcript. The special committee of the candidate, once the qualifying examination has been passed, will recommend the amount of residence credit to be allowed for prior graduate work. This credit will be granted only after approval by the Graduate School.

RESIDENCE CREDIT FOR M.B.A. AND M.P.A. WORK

Students contemplating an M.B.A. or M.P.A. degree at Cornell prior to undertaking work at the Ph.D. level at Cornell who wish to obtain maximum residence credit for their professional Master's work, should note carefully the following requirements. Credit toward fulfillment of the residence requirements for the Doctor of Philosophy degree may be granted for graduate work satisfactorily completed in qualifying for the professional degrees of M.B.A. and M.P.A.; but such credit is not given automatically. A student who would obtain maximum residence credit in the pursuit of either of these degrees must notify this School of his intention to pursue doctoral studies two semesters before the completion of his study toward the professional degree. If this intent is approved by the School, a special committee will be set up to guide and supervise the

candidate's final year of work toward the professional degree. This program will include graduate-level study outside the Graduate School of Business and Public Administration as well as within it, with an emphasis on individual research; and it will include a special problem culminating in the writing of a comprehensive report or essay. On completion of this program, the special committee of the candidate will administer an oral comprehensive examination in the chosen area of concentration for the professional degree. On the basis of the candidate's over-all performance, the special committee will then recommend to the General Committee of the Graduate School the amount of credit which should be transferred toward fulfillment of the residence requirements of the Doctor of Philosophy degree.

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

THE GRADUATE FORUM

The Graduate Forum is the special organization of the doctoral students majoring in the field of business and public administration. The organization is largely run by the doctoral students themselves and is designed to encourage the interchange of ideas among doctoral candidates and between such candidates and members of the faculty of the field. Meetings are held approximately once a month and, while primarily aimed at research interests, may involve social affairs as well. From time to time doctoral candidates and minors in this field, as well as advanced Master's degree candidates, are invited to meetings of the Forum. All doctoral candidates with a major in this field are eligible to join the School's Student Association, which provides a wide range of social and other activities.

FINANCIAL AID FOR DOCTORAL CANDIDATES

Several substantial fellowships and scholarships are made available each year specifically for candidates for the Ph.D. degree in business and public administration. Such students may also apply for fellowships and scholarships open to candidates in all fields. Applications may be obtained by writing the Office of the Graduate School and should be filed not later than February 12. In addition, a limited number of qualified candidates receive financial assistance by serving as research or teaching assistants to members of the faculty of this School. Applications for such positions should be directed to this School.

FURTHER INFORMATION

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

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 to elect courses bearing directly on special areas of interest such as economics, government, labor relations, production management, agricultural problems, and food and nutrition.

A numerical index of courses is given on pages 68-69.

REQUIRED COURSES

100. INTRODUCTION TO ADMINISTRATION. First term. Credit three hours. Messrs. PRESTHUS and LODAHL.

Analysis of the structure and procedures of governmental, business, military, and other large-scale organizations. Major emphasis is upon the administrative process, including policy formulation, management of men, materials, and money, and problems of communication and coordination. A body of knowledge and concepts basic to an understanding of the more specialized courses in business and public administration is provided. The course is presented through selected literature and research in administration, augmented by some case materials.

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

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

102. THE AMERICAN ECONOMY. First term. Credit three hours. Messrs. McADAMS and MORRISON.

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

103. MANAGERIAL ECONOMICS. Second term. Credit three hours. Messrs. McADAMS and MORRISON.

The purpose is to explore the ways in which economic approaches to problem situations and economic analyses of data, internal and external to the firm, may be employed to assist management in the decision-making process. Emphasis is placed on the identification of emergent economic problems in the conduct of the organization, the setting of appropriate criteria for the appraisal of feasible alternative solutions or the reappraisal of actions taken or policies followed, and the selection, assembly, and analysis of economic, accounting, and financial data which are relevant to the alternatives under consideration.

While considerable use is made of case material and of quantitative data, including the statistical analysis of such data and their effective presentation, the primary stress is on qualitative and conceptual approaches, not on mathematical method. And although the private business firm and its competitive environment are focal areas of study, the application to public agencies will be noted and may be further explored with students concentrating in public administration. Particular attention is given to short- and long-run analyses of production and financial costs, of demand factors, and of competitive and growth trends as guides in the improvement of performance, the formulation of price policies, the direction of the use of resources, and the determination of capital budgets. Students should have adequate training in the principles of economics and should be conversant with basic statistical methods.

104. 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

* Required in Business Administration only.

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.

106. MARKETING.* First term. Credit three hours. MESSRS. RATHMELL, WALTERS, and HUGHES.

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 management point of view is emphasized. Special attention is given to governmental rules and regulations affecting marketing activities. Among topics considered are the nature and scope of marketing problems; merchandising; the influence of buyers and consumers on marketing programs; channels of distribution, including an analysis of wholesale and retail agencies; and marketing costs, efficiency, and trends.

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

The importance of basing administrative decisions in the production area on a knowledge of operating problems and difficulties is stressed. The course has two main parts: first, preparation for manufacture, wherein choice of method, organization of work place and the use of standards, and layout of process are considered; and second, developing bases for operating control, which deals with production control, quality control, and wage administration and incentives. The case method is applied throughout the work and is supplemented by technical notes and suggested reading where problems require technical background.

108. POLITICS AND POLITICAL POWER.* Second term. Credit three hours. MR. VAN RIPER.

Designed to provide a framework for the analysis of government and politics within, though not limited to, the American environment, from the standpoint of one who must concern himself with politics in or on behalf of his governmental agency or business concern. Emphasis is placed on basic political issues, pressure groups, the political decision-making process underlying governmental action, the basic structure and rationale of government at various levels, and the problem of political power. In addition to American political institutions, some attention is given to parliamentary systems and to comparisons and

contrasts of democratic theory and concepts with those of socialism and communism.

110. PRINCIPLES OF ACCOUNTING. First term. Credit three hours. MESSRS. THOMAS and STEWART.

Development of principles and procedures underlying general financial statements. Varieties of financial transactions are studied and alternative accounting treatments are analyzed for recording of sales, purchases, depreciation of long-lived assets, inventory, stockholder's equity, and bonds. An intensive review of compound interest (time discounting of money) is undertaken in connection with bonds. After the techniques of recording transactions have been studied, the tools for analysis of financial statements are introduced, i.e., the uses and limitations of ratios and other quantitative measures. This analysis leads to a study of financial reports available to investors, including consolidated income and position statements and funds statements. Emphasis is directed to the development and use of financial information for broad managerial purposes or for use by other interested persons. This course (in conjunction with BPA 111) does, however, serve as preparation for the advanced accounting courses for students desiring to continue their accounting education.

110S. PRINCIPLES OF ACCOUNTING. First term. Credit three hours. MESSRS. BAKER and STEWART.

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. *Course 110S is offered specifically for undergraduates. Not open to M.B.A. and M.P.A. candidates.*

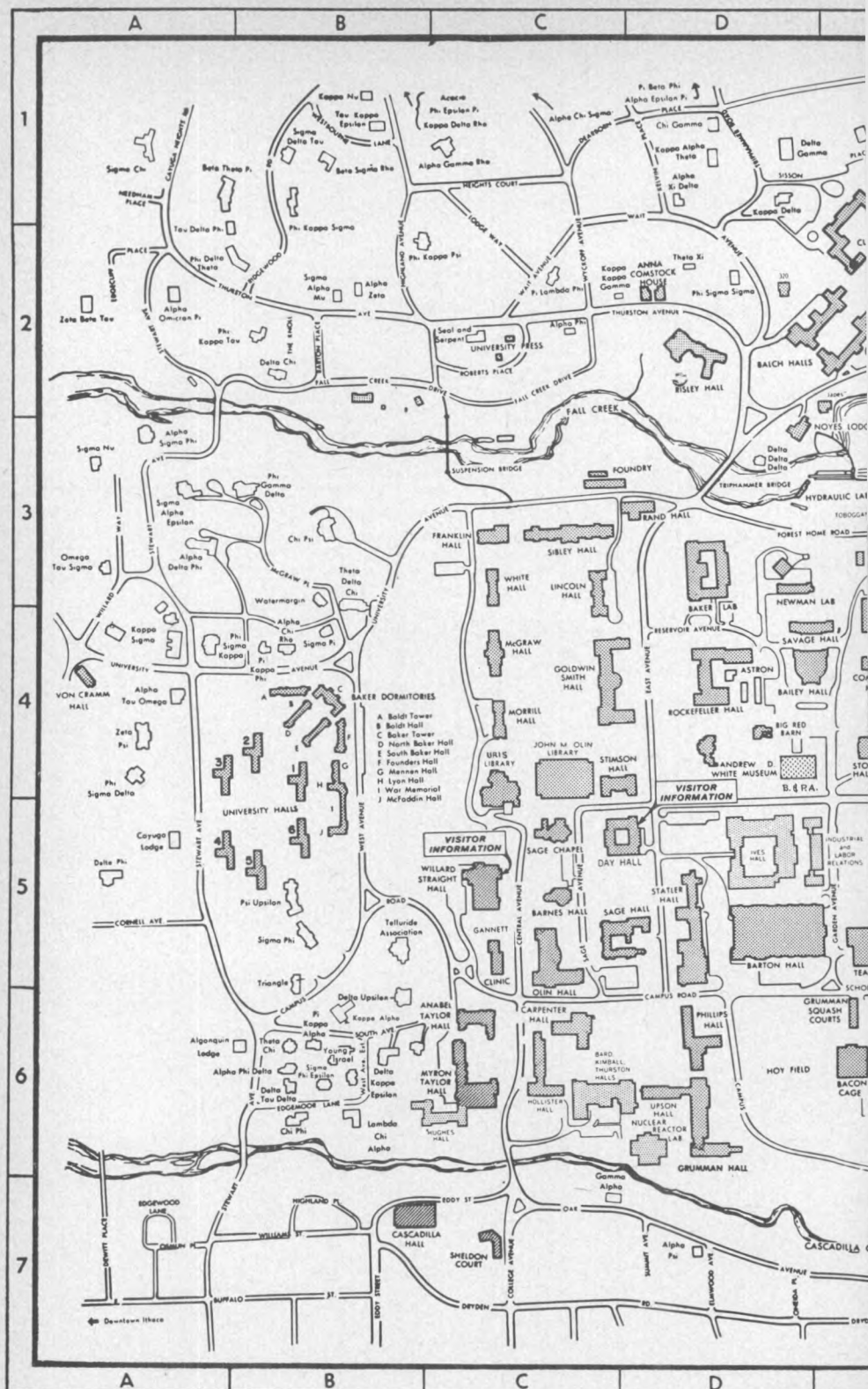
111. MANAGERIAL ACCOUNTING.* Second term. Credit three hours. MESSRS. THOMAS, BIERMAN, and BAKER.

Concentrates on accounting information useful for managerial action. The subjects covered include classifications of costs, manufacturing overhead analysis, job order, process, and standard costs systems, variance analysis, inventory control, budgeting, break-even analysis, variable (direct) costing, cost control reports, distribution cost analysis, retail inventory valuation problems, capital budgeting, measuring performance, and accounting problems resulting from a changing price level (including common dollar accounting). The objectives are to build skills in preparing accounting information, to develop an ability to recognize the uses and limitations of the accounting information available to manage-

* Required in Business Administration only.

KEY TO THE CAMPUS MAP ON THE PAGES FOLLOWING

- Alumni (Athletic) Fields F5
 Artificial Breeders H7
 Astronomy D4; Fuertes Observatory F2
 Bacon Athletics Cage E6
 Bailey Hall D4, auditorium
 Baker Dormitories B4, men's residences
 Baker Laboratory D3, chemistry
 Balch Halls E2, women's residences
 Bard Hall C6, metallurgical engineering
 Barnes Hall C5, campus store, auditorium
 Barton Hall D5, military training
 Big Red Barn D4, alumni center
 Business & Public Administration C4 (McGraw Hall); in 1963, D4
 Caldwell Hall E4, agronomy
 Campus Store C5, Barnes Hall
 Carpenter Hall C6, engineering library & administration
 Cascadilla Hall B7
 Collyer Boat House, Cayuga Lake Inlet
 Comstock Hall E4, entomology, limnology
 Comstock House D2, women's residence
 Cornell Quarters G7, student families
 Crescent E6, football stadium
 Dairy Bar Cafeteria G5
 Day Hall C5, administrative offices
 Dickson Hall E1, women's residence
 Donlon Hall E1, women's residence
 Educational Field Services & Placement Bureau D2, 320 Wait Ave.
 Fernow Hall F4, conservation
 Filter Plant J3
 Food Storage and Laundry F7
 Franklin Hall C3, Asian Studies, art
 Gannett Medical Clinic C5
 Goldwin Smith Hall C4, arts and sciences
 Graphic Arts Services G6
 Greenhouses F4, H4
 Grumman D6, aerospace engineering
 Grumman Squash Courts E6
 Hasbrouck Apts. G1, student residences
 Heating Plant F6
 High Voltage Lab. H7, 909 Mitchell St.
 Hollister Hall C6, civil engineering
 Hoy Field D6, baseball
 Hughes Hall C6, law student residence
 Hydraulic (Applied) Laboratory D3
 Industrial & Labor Relations Conference Ctr., Extension, Research, Publication D5
 Ives Hall D5, industrial & labor relations
 "Japes" E2, recreation, group meetings
 Judging Pavilion H5
 Kimball and Thurston Halls C6, engineering mechanics; materials processing
 Library Clock Tower C4
 Lincoln Hall C3, music, speech & drama
 Lynah Hall E5, ice skating
 Mann Library F4, agricultural & home economics library, Bailey Hortorium
 McGraw Hall C4, geology; business & public administration (*see above*)
 Minns Garden E4
 Moakley House H2, recreation center, golf
 Morrill Hall C4, sociology, anthropology, modern languages, psychology
 Morrison Hall H5, animal husbandry
 Newman (Helen) Hall E2, women's physical education
 Newman Laboratory D3, nuclear studies
 Noyes Lodge E2, cafeteria, recreation
 Nuclear Reactor Laboratory D6
 Olin Hall C5, chemical engineering
 Olin (John M.) University Library C4
 Ornithology, Sapsucker Woods Rd. via Warren & Hanshaw Rds. H1-2
 Phillips Hall D6, electrical engineering, radio-physics & space research
 Plant Science Building E4
 Pleasant Grove Apts. F1, student families
 Poultry Research F4
 Poultry Virus Disease Laboratory J5
 Radiation Biology Lab., Warren Rd. H1
 Rand Hall D3, hospital administration, Computing Center
 Rice Hall F4, poultry husbandry
 Riding Hall and Stables F6
 Riley-Robb Hall G5, agricultural engineering
 Risley Hall D2, women's residence
 Roberts Hall E4, agricultural administration
 Rockefeller Hall D4, physics
 Rose Gardens, road to, J3
 Sage Chapel C5
 Sage Hall D5, graduate center
 Savage Hall E3, nutrition
 Schoellkopf Field and Hall E6, athletics
 Service Building F7
 Sibley Hall C3, architecture, history, government, fine arts library
 Statler Hall D5, hotel administration
 Stimson Hall C4, zoology
 Stocking Hall G5, dairy & food science, bacteriology
 Stone Hall E4, education
 Suspension Bridge C3
 Taylor (Anabel) Hall C6, interfaith center
 Taylor (Myron) Hall C6, law
 Teagle Hall E5, men's physical ed. & sports
 Thurston Hall (*see Kimball*)
 Toboggan Lodge E3, recreation
 Tripphammer Bridge D3
 University Halls B4, men's residences
 University Press C2
 Upson Hall D6, mechanical engineering
 Uris (Undergraduate) Library C4-5
 U. S. Nutrition Laboratory J4
 Van Rensselaer Hall E3, home economics
 Vegetable Gardens G7
 Veterinary College J4
 Veterinary Virus Research Laboratory H7
 Visitor Information C5
 von Cramm Scholarship Residence (men) A4
 Warren Hall E4, agricultural economics, rural sociology
 White Hall C3, mathematics
 White Museum of Art D4
 Willard Straight Hall C5, student union
 Wing Hall G5



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ment, and to apply the information in decision situations.

112. 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:* Course 111 or consent of instructor.

113. INTRODUCTION TO MANAGERIAL STATISTICS. First term. Credit three hours. Mr. BIERMAN.

Descriptive statistics including measures of central tendency, dispersion, and association. Elementary theory of probability. Sampling distributions of proportions, means, and variances. Logic of testing hypotheses and estimation. Simple linear regression. Applications of statistical reasoning to making managerial decisions.

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

The purpose is to integrate the M.B.A. program by focusing attention on the job of top management. Major aspects of the administrative process as applied at the top management level are considered, such as sizing up the situation of the company as a whole; determining objectives and planning programs of action; setting up the organization and launching the program; controlling execution of plans; and reappraising objectives. The course centers on taking action in a number of administrative situations described in cases. Periodic reports and examinations requiring

top management decisions test the student's capacity to apply what he has learned during the preceding year's work. Particular attention is paid to developing analytical ability, reaching reasoned conclusions, marshaling evidence, preparing convincing reports, and refining judgment. *Prerequisite:* Completion of first-year required courses for the M.B.A. degree or consent of instructor.

201. INFORMATION SOURCES IN ADMINISTRATION. First term. Credit two hours. Mr. WASSERMAN.

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

202. PRIVATE ENTERPRISE AND PUBLIC POLICY. Second term. Credit three hours. Mr. HUTCHINS.

An integrating course dealing with the interrelations of business and public policies. To provide a backdrop the course of the American economy since about 1920 is traced. Particular attention is paid to the evolution of public policies which have been of important interest to business leadership, especially with respect to such matters as industrial organization, transportation, power, agriculture, trade, and finance. Conversely, characteristic business policies are discussed from the point of view of their effects on the national welfare. Long-run evaluations of selected business administrations are made by means of historical case studies. Lectures, cases, and discussions. *Prerequisite:* Open only to second-year students.

ELECTIVE COURSES

ACCOUNTING

105. LAW OF BUSINESS ASSOCIATIONS. Second term. Credit three hours. Mr. BUGLIARI.

Introduction to the basic purposes and logic of the law as it applies to business enterprises and their operations with emphasis on the fields of personal property, contracts, agency, employment, partnerships, and corporations. Combined text and case method of study is used. Required of all students in professional

* Required in Business Administration only.

† Required in Public Administration only.

accounting and strongly recommended for students whose area of specialization is finance.

300. ADVANCED ACCOUNTING. First term. Credit three hours. Mr. BAKER.

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:* Course 111 or consent of instructor.

301. ADVANCED ACCOUNTING. Second term. Credit three hours. Mr. BAKER.

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

302. COST ACCOUNTING. First term. Credit three hours. Mr. BIERMAN.

Basic cost classifications and records; analysis of manufacturing cost components—material, labor, and burden. Job order and process cost systems. Cost reports for management. The use of budgets and cost analyses to aid management to minimize manufacturing, distribution, and administrative costs. Particular emphasis is given to standard cost systems and flexible budgets as tools for cost control. *Prerequisite:* Course 111 or equivalent.

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

Advanced cost control and managerial decision problems making use of accounting information. The emphasis is on the use of accounting information rather than the accumulation of the data. Attention is focused on the application of such tools of quantitative analysis as probability theory, utility theory, and linear programming to the solution of these problems.

This course will meet jointly with Course 402, Quantitative Approaches to Management Decisions, but there will be separate class meetings dealing with special accounting topics. *Prerequisite:* Course 302 or consent of instructor.

304. FINANCIAL ACCOUNTING. Second term. Credit three hours. Mr. BIERMAN.

Review of accounting concepts and procedures with particular emphasis on the reasoning behind methods of recording such items as depreciation, inventory flows, and revenues. The implications of accounting theory and practice on the measurement of income and financial position are investigated. The uses and limitations of accounting information presented by published financial reports for financial analysis, including ratio analysis, will be considered. The course gives the student an opportunity to study the concepts of financial accounting in the context of current issues and practices. *Prerequisite:* Course 111 or equivalent.

305. TAX ACCOUNTING. Second term. Credit three hours. Mr. MAXFIELD.

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:* Course 111 or equivalent.

307. AUDITING PROCEDURE. First term. Credit three hours. Mr. GERMAIN.

Investigation of systems of internal control; types of audits; audit procedures; the audit report and auditor's certificate; A.I.A. statement of auditing standards; application of principles in practice case. *Prerequisite:* Courses 110 and 111 or consent of instructor.

308. LAW OF COMMERCIAL TRANSACTIONS. Second term. Credit three hours. Mr. BUGLIARI.

Study of the law pertaining to the sales of personal property, negotiable instruments, and the regulation of the sale of securities. Analysis in problem form of the legal considerations involved in the formation, management operation, and dissolution of a corporation including discussion of the business policies and tax considerations involved. Combined text and case method of study is used. *Prerequisite:* Course 105 or consent of the instructor.

309. ADVANCED BUSINESS LAW. First term. Credit three hours. Mr. BUGLIARI.

Study of the law pertaining to bailments, real property, secured transactions, bankruptcy, insurance, trusts, and estates. Combined text and case method of study is used. *Prerequisite:* Course 105 or consent of the instructor.

AGRICULTURAL MANAGEMENT

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

Advanced study of selected problems of administration and management in industries processing farm products or manufacturing and distributing farm supplies and equipment. An examination and investigation of the broad basic problems specifically related to the management of agricultural industries. Individual and group research projects and case studies in agricultural business. Emphasis on efficient use of resources in the processing and distribution of agricultural products, and in the processing and distribution of commodities and services used for farm production. *Prerequisite:* Course 100.

BUSINESS MANAGEMENT

[350. **SMALL BUSINESS MANAGEMENT.** First term. Credit three hours. Mr. GAVETT.

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. The student relates the general considerations to a particular small business enterprise. *Prerequisite:* Course 100. *Will not be offered in 1962-1963.*

351. **COMPARATIVE BUSINESS ADMINISTRATION.** Second term. Credit three hours. Messrs. BENT and WALTERS.

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

352. **COMMUNICATIONS, PUBLIC OPINION, AND ADMINISTRATION.** First term. Credit three hours. Mr. HODGES.

A study of interactions between business and public opinion. A full week will be devoted to each of a dozen areas which involve significant interplay between business and public opinion. Each subject area will be introduced by an illustrative case. Representative topics will be introduction of change; collective bargaining; industrial cities; government regulation of aspects of business, etc. *Prerequisite:* Course 100.

900. **MANAGEMENT SURVEYS AND ANALYSIS.** First term. Credit three hours. Mr. VAN RIPER.

For course description, see section entitled "Public Administration and Policy."

901. **ADMINISTRATIVE APPLICATIONS OF HIGH-SPEED COMPUTERS.** Second term. Credit three hours. Mr. MORRIS.

The application of high-speed electronic computers to administrative problems. The following topics are considered: the analysis of administrative data-handling problems, the uses and limitations of computers as a tool of administration, the effect of computers on the character and timing of decisions, the economics of electronic data processing, the studies and other preparations required prior

to conversion and installation, the organization and operation of a computing facility. Typical managerial problems are programmed, coded, and processed on the Burroughs 220 system of the Cornell Computing Center. *Prerequisite:* Course 100 and consent of instructor.

902. **SEMINAR IN ORGANIZATIONAL THEORY AND BEHAVIOR.** Second term. Credit three hours. Mr. PRESTHUS.

For course description, see section entitled "Public Administration and Policy."

FINANCE

425. **ANALYSIS OF AMERICAN INDUSTRIES.** Throughout the year. Credit four hours, two in each term. Mr. McADAMS.

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

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

A study of the financial management of corporations viewed principally from the position of the corporate financial officer. Based largely on the study of cases, the course focuses attention on the organization and operating problems involved in corporate financial administration. Selected problems on promotion financing, planning of capital structure, securi-

ties issuance, mergers and consolidation, and reorganization under the federal Bankruptcy Act are considered. Instruments of long-term finance and security devices are studied in detail. Problems of working capital management, methods of budgetary control, and financial planning in relation to reserve, surplus, and dividend policies are given considerable attention. The impact of federal government regulations on corporate financial policy will be fully discussed. *Prerequisite:* Course 104.

427. INVESTMENT MANAGEMENT. Second term. Credit three hours. Mr. NILSSON.

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

428. GOVERNMENTAL FISCAL MANAGEMENT. First term. Credit three hours. Mr. HILLHOUSE.

For course description see section entitled "Public Administration and Policy."

429. FINANCIAL INSTITUTIONS AND CAPITAL MARKETS. Second term. Credit three hours. Mr. MORRISON.

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

430. INVESTMENT IN GOVERNMENT SECURITIES. Second term. Credit three hours. Mr. HILLHOUSE.

The investment merits and problems of state, municipal, and special-district securities (both tax-supported and revenue bonds); public-

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

432. CAPITAL FINANCING SEMINAR. Second term. Credit three hours. Mr. NILSSON.

An examination of the considerations involved in the choice of methods of long-term capital financing. *Prerequisite:* Open to graduate students especially interested in corporate finance with consent of the instructor.

HOSPITAL AND HEALTH ADMINISTRATION

115. HEALTH NEEDS AND SERVICES. First term. Credit three hours. Dr. YOUNG.

This survey course provides a review of four principal aspects of the health field: (1) the extent and epidemiological characteristics of disease in the contemporary population; (2) the social structure of the health professions and organized health service programs in America; (3) the content of specific public health activities, including chronic disease control; and (4) significant developments of health service administration in other countries. Through an exploration of the broad social institution of health service, a background is provided for the study of the problems of hospital administration.

116. THE HEALTH ORGANIZATION AND ITS ENVIRONMENT. Second term. Credit two hours. Mr. ELLING.

Modern society is analyzed as the context in which the hospital and other health organizations are to be understood. A review is made of the hospital movement and of the essential functions of hospitals. The history of the hospital is approached from the standpoint of the sociological, economic, and medical backgrounds which were essential to its development. Analyses are made of the hospital program, the total obligation to patient and community, including basic medical standards, preventive and rehabilitative activities, and the educational and research functions. The reciprocal of the internal hospital view is the organization of the community and the expectations of its inhabitants vis-à-vis health facilities. This external view is given considerable emphasis. The interrelationship among health organizations and the support

which each organization needs from its environment are problems which receive special attention. Classroom material is reinforced through field trips to surrounding health facilities and affiliated hospitals.

117. HEALTH ECONOMICS. Second term. Credit two hours. Dr. YOUNG.

The provision of medical care considered as an economic activity. Health personnel and facilities; types of economic organization; family and national expenditures for medical care; volume of health services received by the population in relation to need. Consideration of various public medical care programs. History and operation of Blue Cross and Blue Shield plans, health insurance by insurance companies, and other types of health insurance plans. Present problems and adequacy of health insurance from the viewpoint of consumers, hospitals, and the health professions. Consideration of proposals for governmental programs to make health insurance or health services more widely available.

450. ADMINISTRATIVE AND ORGANIZATIONAL DEVELOPMENT IN HOSPITALS. First term. Credit three hours. Mr. BROWN.

Analysis of the hospital as an organization with special characteristics is undertaken. Consideration is given to the governing board, medical staff organization, and administration. Problems in nursing service and education are also discussed. Attention is given to current developments in hospital administration, such as progressive patient care, medical auditing, and regional planning for hospital services. A section is devoted to principles of engineering which are essential to an understanding of institutional construction and maintenance. One credit hour is devoted to the study of legal aspects of hospital administration. Such topics as evidence, liability for injury, confidential communication, consent, and contracts are included. Field visits relevant to the course work are carried out. *Prerequisite:* Courses 115, 116, and 117, or their equivalent.

452. ORIENTATION TO CLINICAL MEDICINE. First term. Credit three hours. Dr. SAMSON.

An outline of some of the procedures used by physicians in the diagnosis and treatment of disease within the major specialties, with emphasis on the contribution of the hospital to patient care through the environment, specialized personnel, equipment and supplies, and administrative action. The requirements of pediatric, geriatric, disturbed, and other special classes of patients are studied. Trends

in clinical medicine with a present or potential impact on hospital administration and facilities are discussed. A familiarity with common medical terminology is a by-product of this course.

453. LEGAL ASPECTS OF HOSPITAL ADMINISTRATION. First term. Credit one hour. Mr. BUGLIARI.

Introduction to those principles of the law specifically applicable to hospitals, hospital personnel, and hospital staffs, including the areas of liability for injuries to the patients, medical records and disclosure of information, consent to medical and surgical procedures, responsibility for the patient's personal property, collection of bills, medical staff privileges, pharmacy, labor law, and confidential communications.

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

Largely through the medium of cases and student reports, practice is provided in the development of sound policies and the analysis of administrative problems. The purpose is to synthesize elements of both general and specialized aspects of the total curriculum. Topics are drawn from such areas as medical staff relationships, financial management, hospital and health agency programs, patient and public relations, executive selection and development, and communication. *Prerequisite:* Courses 115, 116, and 117, or equivalent.

455. SEMINAR ON HEALTH AND SOCIETY. Second term. Credit three hours. Mr. WHITE.

The applications of social science methods to research in the field of health and medicine will be explored. Emphasis will be placed on ways of evaluating the reports of research work on a variety of health-related problems. Subjects will include: (a) social and administrative organization of health services, (b) socio-environmental determinants of health and disease, (c) the health professions. The seminar will meet twice a week; the first meeting will be a methods workshop and the second will be devoted to reports and discussion of current research being conducted in various departments of the University and elsewhere. *Prerequisite:* Open to graduate students from all University departments; senior undergraduates in premedical studies and social sciences may enroll with the consent of the instructor.

(Note: Courses 115 through 117 and 450 through 455 are required courses in the Hospital and Health Administration program.)

MANAGERIAL ECONOMICS

375. *ECONOMIC AND BUSINESS HISTORY.*

First term. Credit three hours. Mr. HUTCHINS.

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

376. *BUSINESS POLICY AND ECONOMIC INSTABILITY.* Second term. Credit three hours. Mr. MORRISON.

A study of the formulation and administration of national policies to achieve economic stability at high levels of productive employment and of their impact on economic growth and business policy in our private enterprise economy. Particular attention is given to problems posed by the characteristics of business fluctuations and by the need for adequate guides for action and standards for the appraisal of results. Political and economic pressures, generated by this changing environment to which business policy must adapt, are explored and their effects in broadening the responsibilities of management are appraised. *Prerequisite:* Course 103 or its equivalent with consent of instructor.

377. *COMPETITIVE BEHAVIOR AND PUBLIC POLICY.* First term. Credit three hours. Mr. McADAMS.

A study of competitive behavior in market structures importantly affected by large corporate units and organized self-interest groups. Particular attention is given to the determination of public interest in the formulation and administration of the law as applied to business policies and business organization. The possibilities of workable competition are explored from the viewpoint of practicable public policy and of the essential requirements of efficient performance in a dynamic society. *Prerequisite:* Course 103 or its equivalent with consent of instructor.

378. *BUSINESS FORECASTING.* Second term. Credit three hours. Mr. MORRISON.

The primary objective is to develop in students the skills and knowledge needed to prepare economic forecasts. Consideration will be given to the forecasting of important general economic indicators such as Gross Na-

tional Product and its major components and to the analysis of demand and supply situations in specific industries. Long-term projections of up to thirty years will be considered, as well as the more usual short-term forecasts for a quarter or a year ahead. The student will be expected to familiarize himself with the current and past behavior of important times series and to prepare specific forecasts. *Prerequisite:* Course 102 or equivalent or consent of instructor.

379. *SEMINAR IN MANAGERIAL ECONOMICS.* Second term. Credit three hours. Mr. BIEMAN.

At an advanced level, problems, methods, and empirical studies relevant to the field of managerial economics will be explored. During the first term the topic will be capital budgeting, the problem of ranking internal investment opportunities and determining cut-off rules for accepting or rejecting investments. Discussions will cover methods of classifying investments, estimating expected cash flows from investments, optimum financial structure, relations between investment policy and dividend policy, etc. Emphasis is on the problems faced by private firms in determining capital outlay, but some attention will also be devoted to comparable problems faced by private nonprofit institutions such as universities, state and local governments, and national governments in underdeveloped countries.

The topic for the second term will vary from year to year (see the bulletin board in the School for announcements). *Prerequisite:* Open to Ph.D. candidates and to a limited number of second-year students with consent of the instructor.

[380. *SEMINAR IN ENTREPRENEURIAL HISTORY AND POLICY.* First term. Credit three hours. Mr. HUTCHINS.

A study of the dynamics of business enterprise. Among the topics discussed will be the nature and method of entrepreneurial activity, the relationship between entrepreneurial activity and national economic development, the objectives and concepts of managements, alternative patterns of policy and doctrine, the path from proprietorship to economic institution, patterns of initiating and of reacting to innovation, the impact of public policy and ideology, the foundations of business success and failure, and the contributions of enterprise to national welfare and strength. The work will be based primarily on the detailed study of significant long-range case histories and on pertinent historical, management, and economic materials. Each student will be expected to present one or more papers. Pri-

marily for Ph.D. candidates; open to others by permission of the instructor only. *Will not be offered in 1962-1963.*

381. MONETARY MANAGEMENT AND STABILIZATION. First term. Credit three hours. Mr. MORRISON.

Monetary factors influencing business activity and decision making. The roles of commercial banks, the Federal Reserve, Treasury, and nonbank financial intermediaries in affecting the demand and supply of money. Introduction to international monetary economics. Examination of the channels through which monetary forces alter money market and credit conditions, the level and structure of interest rates, employment, and prices. Emphasis will be given to problems of business forecasting and the planning of financial and operating policies of enterprises in the light of current and prospective monetary and credit conditions. Issues in the formulation of policies for monetary stabilization will be considered in the context of U.S. experience.

[400. DEMAND ANALYSIS AND MARKETING RESEARCH. First term. Credit three hours. Mr. CHOW.

Econometrics of demand analysis and its applications to marketing research. Emphasis on economic rationale rather than mathematical manipulations. Theory of multiple linear regression and design of experiments, presented in the context of marketing research problems. *Prerequisite:* Courses 103 and 113, or their equivalent. *Will not be offered in 1962-1963.*

401. [Economics 856] ECONOMICS OF LINEAR PROGRAMING. Second term. Credit three hours.

Theory and applications of linear programing from the economic viewpoint. Essential mathematics will be briefly reviewed. *Prerequisite:* Economics 817 or equivalent.

402. QUANTITATIVE APPROACHES TO MANAGEMENT DECISIONS. Second term. Credit three hours. Mr. BIERMAN.

Introduction to the use of quantitative analysis for making business decisions. Elementary probability theory is applied to capital budgeting, inventory, and cost control situations. Other topics include utility theory, game theory, linear programing and simulation.

[403. SEMINAR IN QUANTITATIVE METHODS. Second term. Credit three hours. Mr. CHOW.

Will provide thorough discussion of a few quantitative tools for the analysis of man-

agerial economic problems. Topics covered will vary from term to term. *Prerequisite:* Open to second-year students and to others with consent of the instructor. *Will not be offered in 1962-1963.*

MARKETING

475. SALES MANAGEMENT. First term. Credit three hours. Mr. RATHMELL.

Concerned with the organization of the sales department, the implementation of personal selling responsibilities, and the evaluation of selling performance. Selection, training, compensation, and supervision of salesmen; division of management responsibilities among home office and field executives; the delineation of territories and the formulation of quotas are stressed. *Prerequisite:* Course 106.

476. MARKETING RESEARCH. Second term. Credit three hours. Mr. WALTERS.

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. *Prerequisite:* Courses 106 and 113.

478. ADVERTISING MANAGEMENT. First term. Credit three hours. Mr. WALTERS.

An appraisal of advertising as a principal tool of communication in the marketing of goods and services. Topics treated include micro-economic and macro-economic analysis of advertising; research as a basis for defining advertising objectives; role of advertising in influencing consumer choice; selection of media; evaluating effectiveness of advertising; developing rational criteria for the advertising appropriation; and integrating advertising with other marketing activities. Stress is placed on social and economic as well as managerial aspects of the subject. Students are expected to participate in individual or group projects. *Prerequisite:* Courses 103 and 106.

479. SEMINAR IN COMPARATIVE MARKETING. Second term. Credit three hours. Mr. WALTERS.

A comparative analysis of marketing structures, functions, and institutions in different national environments. Emphasis is placed on the manner in which different economic systems condition and shape the nature of mar-

keting. Marketing organization and practices in the United States and Western European capitalist nations are compared with their counterparts in the Soviet Union and other socialist states of Eastern Europe, and with the underdeveloped nations of Asia, Africa, and South America. Emphasis in the seminar is analytic rather than descriptive, and the student is expected to participate in an individual research project. Designed primarily for Ph.D. candidates and advanced Master's degree candidates. *Prerequisite:* Consent of the instructor. (Background in economics, particularly comparative economic systems, is considered desirable.)

480. MARKETING STRATEGY. Second term. Credit three hours. Mr. RATHMELL.

Considers the significance of products, pricing, promotion, marketing structure (including physical distribution), and customer service in the formulation of both long-term and current plans for market development. Contribution of marketing research is stressed. Sales executives provide case material and assist in the evaluation of student analysis. *Prerequisite:* Courses 475 and 478 or consent of instructor.

481. SEMINAR IN MARKETING THEORY. First term. Credit three hours. Mr. RATHMELL.

Surveys applications of economic, sociological, and psychological principles and analytical tools to the marketing function. Time and space concepts in marketing are appraised along with cost and productivity considerations. Consumption and social responsibility of marketing are considered. *Prerequisite:* Open to Ph.D. candidates and second-year students with consent of instructor.

PERSONNEL MANAGEMENT

500. HUMAN RELATIONS IN ADMINISTRATION. Second term. Credit three hours. Messrs. LODAHL and WHITE.

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

501. PUBLIC PERSONNEL MANAGEMENT. Second term. Credit three hours. Messrs. VAN RIPER and FLASH.

Organization and operation of the public personnel system with an emphasis on the federal system. Personnel functions of selection, training, classification, employee relations, etc., are reviewed briefly. Major stress is placed upon operation of the personnel program, political and unique features of public personnel administration, nature of the career service and changing concepts. Where appropriate, comparisons are made with state, local, and foreign public personnel systems. *Prerequisite:* Courses 100 or 101 or consent of the instructor.

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

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

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

Research seminar with individual and group projects. *Prerequisite:* Course 101 or consent of the instructor.

PRODUCTION

525. FACTORY MANAGEMENT. Second term. Credit three hours. Mr. GILMORE.

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

526. MANUFACTURING POLICY DETERMINATION. First term. Credit three hours. Mr. GILMORE.

The importance of basing manufacturing policy decisions on an understanding of the operating characteristics of the company as a whole and the economic and technological characteristics of the industry is stressed. To this end, manufacturing processes and industry statistical data are studied as a basis for consideration of manufacturing-policy case problems in such industries as steel, textiles, petroleum, plastics, electronics, and furniture. *Prerequisite:* Courses 107 and 200 or consent of the instructor.

[527. **MANUFACTURING ANALYSIS.** Second term. Credit three hours. Mr. GILMORE.

An intensive analysis of a limited number of current, live, unsolved manufacturing problems in which executives of the companies from which the problems are drawn actively participate. Emphasis is placed on the development of questions as a basis for assembling the data necessary for adequate analysis. Provides an opportunity for decision making in depth. *Prerequisite:* Course 107 or equivalent, or consent of the instructor. *Will not be offered in 1962-1963.]*

559. **SUPPLY AND MATERIAL MANAGEMENT.** Second term. Credit three hours. Mr. VAN RIPER.

For course description, see section entitled "Public Administration and Policy."

PUBLIC ADMINISTRATION AND POLICY

109. **PUBLIC ADMINISTRATION FOR FOREIGN STUDENTS.** First term. Credit three hours. Mr. BENT.

An introductory course for foreign students who have not had previous course work in public administration. It will be concerned with the administrative problems of less-developed countries, including formal organization (structure, departmental organization, central-field relations, etc.), personnel and civil service systems, and the problems of adapting modern administrative concepts to other environments. Special attention will be given to the problems of the operating administrator in government agencies. No prerequisite. Open to seniors and graduate students.

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

Advanced course in fiscal management at the federal level, including the formulation and use of the budget as a planning and control instrument, governmental auditing, purchasing methods, debt administration, and related aspects of fiscal management. *Prerequisite:* Course 100.

551. **AMERICAN OPERATIONS ABROAD.** First term. Credit three hours. Mr. BENT.

Analysis of the foreign operations of the U.S. government in the fields of technical, economic, and military assistance and of American business firms conducting foreign operations. Attention will be given to those

administrative problems which are common to both business and government (central field operations, relations with the host government, protection of American interests, personnel problems, problems of administrative adaptation) as well as to those which are unique to each. *Prerequisite:* Course 100 or permission of instructor.

552. **COMPARATIVE PUBLIC ADMINISTRATION.** Second term. Credit three hours. Messrs. PRESTHUS and BENT.

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

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

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

554. **SEMINAR IN URBAN GOVERNMENT AND ADMINISTRATION.** Second term. Credit three hours. Messrs. HILLHOUSE and FLASH.

An analysis of urban governmental operations in an era of rapid metropolitan growth. Organization and function, political environment, intergovernmental relations, and policy issues of urban government are stressed. Although adaptable to interests of individual students, the course is designed primarily for prospective administrators and city planners contemplating careers with larger metropolitan and suburban governments.

[555. **FEDERAL ADMINISTRATION.** First term. Credit three hours. Mr. FLASH.

Analysis of the administrative and political problems of the executive branch of the federal government, including operations of the Presidency, agency organizations and programs, field-headquarters and intergovernmental relations, and management functions of coordination and control. To provide an understanding of the politics of federal administration, emphasis is placed upon executive-legislative relations, executive leadership, advice and planning, reorganization, the independent

regulatory commissions, and the nature of bureaucracy. Assigned readings are complemented by case discussion, oral and written reports. *Prerequisite:* Course 100 or consent of the instructor. *Will not be offered in 1962-1963.*

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

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

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

Designed to acquaint the student with certain of the principal types of military administrative and managerial problems, particularly those which have the most effect upon private industry and the civilian governmental establishment. Subject matter varies from year to year but may include such subjects as program planning, procurement and supply, manpower utilization, organization of the military departments, line-staff relationships, civilian control of the military establishments, etc. *Prerequisite:* Course 100 and consent of the instructor. *Will not be offered in 1962-1963.*

[558. SEMINAR IN GOVERNMENT FINANCE AND ENTERPRISE. First term. Credit three hours. Mr. HILLHOUSE. *Will not be given in 1962-1963.*

559. SUPPLY AND MATERIEL MANAGEMENT. Second term. Credit three hours. Mr. VAN RIPER.

The principles and policies of supply and distribution within and by governmental agencies at all levels, focusing upon the chain of interrelated supply functions, from the initial determination of requirements through the disposal of surplus materials; management of rationing, stockpiling, and related emergency procedures affecting the general civilian economy; the special political and organiza-

tional problems of governmental agencies concerned with these matters; governmental contrasted with private practices; ethical and conflict-of-interests problems.

900. MANAGEMENT SURVEYS AND ANALYSIS. First term. Credit three hours. Mr. VAN RIPER.

Concerns the recently developing management function known variously as management analysis, organization and methods work, management engineering, systems and procedures analysis, or administrative services. Involves the interrelationships of organization, written communications, systems of sequential operations, and procedures, together with methods for their evaluation and improvement—from the standpoint of the outside consultant, controller, systems and procedures analyst, or administrator or study group working from within the organization. Special consideration is given to such matters as approaches to the measurement of efficiency, management survey organization and techniques, organization and procedures analysis, work flow and work distribution analysis (especially in clerical operations), work measurement, and the formulation, selling, and carrying out of recommendations. *Prerequisite:* Course 100 and, for first-year students, consent of the instructor.

902. SEMINAR IN ORGANIZATIONAL THEORY AND BEHAVIOR. Second term. Credit three hours. Mr. PRESTHUS.

An analysis of the theory of bureaucratic organization in several substantive areas. Various theoretical concepts and their relevance for field research and analysis will be considered. The implications of large-scale organization for its members will be emphasized in an effort to understand the various kinds of accommodations that individuals make to complex organizations. The results of relevant empirical research in several social sciences will be analyzed. *Prerequisite:* Primarily for doctoral candidates but open to Master's degree students with permission.

[904. SEMINAR IN POLITICS AND ADMINISTRATION. Second term. Credit three hours. Mr. PRESTHUS.

Explores at an advanced level problems stemming from the relationship of politics to administration, public and private; stresses relevant analytical approaches and research methods. *Prerequisite:* Open to doctoral candidates, and to second-year Master's degree students with permission. *Will not be offered in 1962-1963.*

TRANSPORTATION AND PUBLIC UTILITIES

[431. **PUBLIC UTILITIES.** Second term. Credit three hours.

The purpose is to acquaint the student with the problems of government and business in the relatively large segment of our economy encompassed by the privately owned public utility industries, especially the electric, gas, and telephone companies. Topics will include the history and present status of rate control by federal and state regulatory bodies, the Holding Company Act of 1935 and corporate reorganizations thereunder, accounting systems, financial structures, problems of growth, and certain unique characteristics of public utilities such as cost patterns, the necessity for long-range budgeting, and government competition. *Prerequisite:* Course 110. *Will not be offered in 1962-1963.*]

575. TRANSPORTATION: RATES AND REGULATION. First term. Credit three hours. Mr. HUTCHINS.

A study of the pricing and marketing of transportation service, and of the system of regulation of inland transportation. Among the topics covered are the effects of rate systems on commercial and industrial organization; the economic theory of rates; rate structures; the evolution of regulatory policy; the regulatory process; the making of individual rates; rate and service problems in competitive marketing of service; passenger rates and service; the interpretation of certain important provisions of the Interstate Commerce Act; and intercarrier relations. These topics are developed primarily with reference to rail and motor carrier transportation. Lectures, cases, and discussions.

576. TRANSPORTATION: ORGANIZATION, ADMINISTRATION, AND PUBLIC POLICIES. Second term. Credit three hours. Mr. HUTCHINS.

A continuation of Course 575. An important part is the study of some of the chief aspects of motor, ocean, and air transportation and of the features of public policy associated with each. Also considered are case problems in carrier management, including such matters as establishing service, selecting equipment,

scheduling service, control, financing, and locating facilities. The course concludes with a discussion of national transportation policy. *Prerequisite:* Course 575 or consent of the instructor.

RESEARCH

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

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

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

The objective is to provide a survey of research techniques, requisite bibliographic sources, and practice in the methods of presenting individual research findings. Attention will be directed, insofar as possible, upon specific areas of interest and potential research goals of the individual student. *Prerequisite:* Course 201 or consent of the instructor.

905. SEMINAR IN RESEARCH METHODS. First term. Credit three hours. Mr. LODAHL.

The course is designed as an introduction to research methodology, on the assumption that some questions of research method are relevant to all of the special fields in business and public administration. It will give the student an overview of problems in conducting research, rather than a detailed examination of specific statistical procedures. The first part is concerned with theories about research: kinds of theory, the connections between theory and method. The second part is method: measurement and scaling, sampling, experimental design, analysis of data. The third part concerns skills of research: varieties of social science research, establishing research relationships, styles of research, and practice with observational methods, particularly the interview. *Prerequisite:* For doctoral candidates.

RESEARCH AND PUBLICATIONS

RESEARCH PROGRAMS

THROUGH its research program the School seeks a combination of related primary objectives: the advancement of basic knowledge, the utilization of that knowledge in teaching programs, and the further encouragement of both faculty and graduate students in the use of research for decision making and other administrative purposes.

The School has stressed—though by no means exclusively—empirical studies of business firms, governmental agencies, hospitals, and similar enterprises. Here management is observed in interaction with its environment, and research is focused on the ways in which objectives are determined, resources are acquired, allocated, and controlled, and activities coordinated. This approach not only breaks new ground in organizational analysis but also provides a base for theory. Studies of this type include a large-scale analysis of the social origins, training, and career patterns of federal governmental executives, a community power structure survey, an analysis of state capital budgeting policies and procedures in the U. S., a survey of banking policies with regard to handling of cash and marketable securities, studies of hospital organization and operations, inquiries directed into the policy formulation processes of various business enterprises, and a broad inquiry into organizational and economic trends in the field of agricultural industries. Other on-going research efforts concern the development of capital budgeting in both business and government, the study of executive personality, analysis of the regional concept as related to hospitals, the comparative analysis of the effects of centralization and decentralization in two large concerns, and the development of concepts of managerial accounting.

The School maintains close association with University-wide agencies concerned with social and organizational research, particularly the Cornell Social Science Research Center and the Cornell Computing Center. The research program provides a number of stipends as well as training and dissertation opportunities for advanced graduate students.

HOSPITAL RESEARCH

The modern hospital presents difficult problems in administrative and financial practice. The resolution of complex situations in the relationship of hospitals to consumers and to the health professions has far-reaching implications. In order to advance the hospital's usefulness to society, the establishment of adequately supported, continuing research programs is essential. The Sloan Institute of Hospital Administration maintains a full-time, multidisciplinary staff whose research is directed toward various problems in the hospital and health field.

MANAGEMENT RESEARCH

Research in management was inaugurated in 1958 with the aid of a grant from the Ford Foundation. It is primarily concerned with the development of a research program related to the existing Executive Development Program of the School; also to special programs, such as seminars and conferences for industry groups. The research program is directed toward the study of problems of concern to top management of industry, and toward ways in which the School can be more effective in training men at both the graduate business administration student level and the executive development level.

AGRICULTURAL INDUSTRIES MANAGEMENT RESEARCH

The School has received a five-year grant from the Whitehall Foundation, Inc., to develop a research program in agricultural industries. Work on this program was begun in the 1959-1960 academic year.

One topic on which research is currently in process under the grant is a comparative study of the management of seasonal inventories in several agricultural processing industries. This study will concentrate on the relationships between market structure, size of firm, and information requirements for inventory management.

The possibility exists that qualified students working for their Doctors' degrees who have special interests or experience in this field may be eligible for research assistantships or fellowships. Inquiries should be directed to the Director, Whitehall Foundation Research Program.

THE PUBLICATIONS PROGRAM

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

THE ADMINISTRATIVE SCIENCE QUARTERLY

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

CORNELL STUDIES IN POLICY AND ADMINISTRATION

The School also publishes books and monographs on various aspects of administration and policy. Five studies have been published so far. *Information for Administrators* by Paul Wasserman; *Statistical Method in Comparative Administration*; *The Turkish Conseil D'État* by Robert Presthus; *Measurement and*

Evaluation of Organizational Performance (an annotated bibliography) by Paul Wasserman; *Decision-Making: An Annotated Bibliography* by Paul Wasserman and Fred Silander; and *Management Decisions for Cash and Marketable Securities* by Harold Bierman, Jr. and Alan K. McAdams.

CORNELL REPRINTS IN ADMINISTRATION

Reprints of articles published by faculty members of the School are issued, under special cover, in the Reprint Series. Single copies of these, covering topics in business, public, and hospital administration, are available free of charge. Sixteen articles have so far been included in the series, which was started in the fall of 1961. Inquiries should be addressed to Mrs. R. M. Swithenbank, in care of this School, McGraw Hall.

LIBRARY AND RESEARCH RESOURCES

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

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

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

To familiarize the students with the working bibliographic and research tools in business and public administration, instruction is given in "Information Sources in Administration."

In addition to the library of the School, the new John M. Olin graduate research library and other departmental libraries, notably that of the School of Industrial and Labor Relations, are also accessible to students of this School. The government documents collection of the University Library is one of the largest in the country. Altogether the library holdings of the University total more than 2,000,000 volumes, making Cornell one of the major library research centers in the United States.

SPECIAL PROGRAMS

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

PROGRAM DESIGN

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

TYPES OF PROGRAMS

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

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

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

In addition, many of the faculty of the School have, as individuals, served as advisers to a wide range of industrial concerns and governmental agencies in the development of administrative training programs within those organizations.

INSTRUCTIONAL POLICIES

Instruction is primarily under the direction of faculty members of this School. Frequently, however, the programs benefit from the cooperation of faculties of other schools and colleges at Cornell, including Engineering, Hotel Administra-

tion, Law, Agriculture, Medical, and Industrial and Labor Relations. In addition to academic staff from Cornell and other universities, outstanding successful practitioners in appropriate fields are invited to participate as discussion leaders and speakers.

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

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

FURTHER INFORMATION

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

THE EXECUTIVE DEVELOPMENT PROGRAM

The Executive Development Program is a six-week, off-the-job course of study for sixty senior executives from private enterprise and government agencies. The Program was established by the Graduate School of Business and Public Administration of Cornell University in 1953. Since that time nearly four hundred executives have participated in annual sessions.

In keeping with the theme of the Program, "Preparing for Responsible Business Leadership," enrollment is limited to men to whom each company or government agency looks for future leadership. Participants comprise a heterogeneous group with respect to geographic and industry distribution and administrative functions.

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

The eleventh annual Executive Development Program will begin June 24 and will end August 2, 1963. Applications must be submitted by March 15.

HOSPITAL ADMINISTRATORS DEVELOPMENT PROGRAM

As the importance and complexity of health organizations increase, the professional administrator has a continuing need to develop a greater understanding of the administrative process as it operates in the context of hospitals and other health institutions. It is also important for him to increase his knowl-

edge of current health and organizational problems in order to coordinate the wide range of functions within his institution and relate these activities to the growing complex of community health services. The Hospital Administrators Development Program offers to a selected group of experienced administrators a four-week course of lectures, readings, and discussions dealing with principles and a broad spectrum of trends and issues affecting their responsibilities. It brings the health leaders from all parts of the United States, Canada, and overseas into stimulating contact with resident and visiting faculty members carefully chosen for their ability to contribute to a better understanding of the three basic areas included in the curriculum. Together faculty and participants explore challenging aspects of medical care programs, the administrative process, and trends in hospital administration. Participants are relieved from the daily concerns of their jobs, thereby providing an opportunity to reappraise the customary approach to their roles. Reactions to the programs of past summers suggest that this experience significantly deepens the understanding and broadens the viewpoint of the participants.

Further information may be obtained by writing to the Executive Director, Hospital Administrators Development Program, Sloan Institute of Hospital Administration, Graduate School of Business and Public Administration, Rand Hall.

BUSINESS ADMINISTRATION DEVELOPMENT PROGRAM IN TURKEY

In 1962, the Graduate School of Business and Public Administration signed a contract with the International Cooperation Administration to assist in the development of a program in business administration at the Middle East Technical University in Ankara, Turkey. The initial three-year contract will provide both for the training of Turkish students at Cornell and for the sending of professors from this School as well as others to Turkey for periods ranging from six months to two years. It is hoped that as a result of Cornell's assistance, METU will become in time the center for management education in Turkey and in the Middle East. Although this is the first time that the School has engaged in technical cooperation, Cornell University has long had a reputation as an institution concerned with the economic and social advancement of less developed countries. The business administration program at METU is thus a part of this tradition.

FOOD DISTRIBUTION PROGRAM

A cooperative program in food distribution, carried on by the College of Agriculture and the Graduate School of Business and Public Administration, is designed to provide full-time academic training for those already employed in the food manufacturing and distribution industry and for students who wish to combine a study of the fundamentals of business and public administration with a study of food distribution.

Three types of training are offered: (1) "Special" student training, usually for one year, for those who are not interested in becoming candidates for degrees,

(2) four-year undergraduate degree training for those who desire broad training with specialization in the food distribution field, and (3) graduate work, leading to the Masters' and Doctors' degrees, for qualified students who have Bachelors' degrees. Students in the Graduate School of Business and Public Administration may elect this program as a field of concentration during their second year of study.

The National Association of Food Chains has available a number of fellowships of \$1500 each for employees in the food industry.

Special students and four-year undergraduate students register in the College of Agriculture. Candidates for the graduate degrees register in the Graduate School and take their major in agricultural economics.

Further information may be obtained by writing to Professor Wendell Earle, Food Distribution Program, Warren Hall, Ithaca, New York.

STUDENT ADMISSIONS, SERVICES, AND ACTIVITIES

ADMISSIONS, COSTS, AND FINANCIAL AID

CONSIDERATION for admission to candidacy for one of the professional degrees is given to graduates of recognized colleges, universities, or technical schools in this country and abroad who hold baccalaureate degrees or their equivalents.

ENTRANCE EXAMINATIONS

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

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

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

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

ADMISSION STANDARDS

An application for admission is acted on only after a careful evaluation of all the information submitted by and on behalf of the candidate. Naturally, his overall undergraduate academic record is of primary importance in indicating the degree of his ability to undertake graduate work in business or public administration. Important additional factors include indications of the applicant's intellectual development in the course of his undergraduate career, inherent ability as indicated by the admission tests mentioned above, extracurricular

activities, employment experience, comments of undergraduate faculty members and other persons, career motivation, and indicated capacity for development as a responsible and creative executive.

Although there are no particular undergraduate courses required of entering students, it is recommended that students planning to enter the School include in their undergraduate programs courses in economics and American government. Furthermore, they should prepare themselves in college mathematics before entering. (J. Houston Bank's *Elements of Mathematics* or Helen M. Walker's *Mathematics Essential for Elementary Statistics: A Self-teaching Manual* is recommended.) Considering the relative specialization inherent in graduate work and—even more so—in professional work experience, candidates should endeavor to achieve as broad an education as their undergraduate curriculums will allow. In addition to economics and government, candidates should consider, among others, courses in such important areas as literature, philosophy, sociology, history, the classics, and mathematics. Undergraduate courses in business administration do not of themselves enhance a candidate's chances for admission, or necessarily assure satisfactory academic performance at this School.

INTERVIEWS

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

JOINT PROGRAMS

GENERAL REQUIREMENTS

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

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

Joint-program applications are acted upon as a group. All applications for admission in September, 1963, must be submitted by March 22, 1963, complete with undergraduate transcripts including grades for the 1962 fall term, admission test scores, and two letters of reference. Application interviews must be completed by the same date. It is planned that applicants will be informed of the action taken on their applications by not later than May 1, 1963.

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

Meeting requirements for both the baccalaureate and Master's degrees necessitates careful scheduling of required and elective courses prior to and during the period of "double registration"; therefore, joint-program applicants should give careful thought to planning their academic programs. Requests for information not available in this Announcement should be referred to the School's Admissions Office, Room B-20, McGraw Hall.

AGRICULTURE

A fourth-year student registered in the College of Agriculture may be admitted as a degree candidate provided he files and obtains acceptance of his application by the School with the approval of his College. The admissions standards of this School will apply. The fourth-year work of such a student, taken in conformity with an approved program, will be accepted in satisfaction of the first 30 credit hours of the total of 62 credit hours necessary for the Master's degree in business or public administration. In this approved fourth-year program, the faculty of the College of Agriculture permits its students to count toward their social studies requirement up to 9 hours from courses in business and public administration, except courses in statistics and accounting. In the student's fifth year, he should first plan to take such common core courses as are required during the second-year program of all prospective M.B.A. or M.P.A. candidates.

ENGINEERING

With the approval of the faculties of this School and several of the schools of the College of Engineering, joint programs have been developed. Such combined programs might lead toward either the M.B.A. or the M.P.A. degree. The programs involve special arrangements which should be discussed directly, either by letter or interview, with the Administrative Aide to the Dean of this School, Room B-21, McGraw Hall.

OTHER POSSIBILITIES

These programs do not by any means exhaust the possibilities available to the qualified student. Cornell University at Ithaca includes not only the schools and colleges mentioned above, but also the College of Architecture, 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, the Veterinary College, the Graduate School of Nutrition, and the Graduate School. Students who wish to consider undertaking combined programs of any sort must, of course, have the necessary qualifications and must, in general, expect to meet the prerequisite requirements of both this School and any other school or college at Cornell University in which they desire to take work.

ADMISSION OF NONDEGREE CANDIDATES

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

ADMISSION FOR THE Ph.D. DEGREE

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

ADMISSION PROCEDURE

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

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

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

New students are normally admitted to the School only for the fall term which begins in September. Admission in February is permitted only in unusual circumstances, because of the integrated and sequential nature of curricula extending over a four-term period of two years.

REGISTRATION

As indicated in the section "Services to Students and Alumni," an orientation for new students is conducted during the weekend prior to formal registration in the University and in the Graduate School of Business and Public Administration. New students entering this School in the fall of 1963 should plan to arrive in Ithaca by Friday, September 20, and should be prepared to take part in the orientation program on September 20 and 21. Registration for new students will take place on Monday, September 23.

Former students, including returning second-year students, will commence formal registration on Tuesday, September 24. All students should refer to the Academic Calendar at the front of this Announcement for further information concerning the dates of instruction.

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

TUITION AND FEES

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

Tuition	\$670.00
College and University General Fee.....	130.00
	<hr/>
	\$800.00

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

For additional information about rules of payment at Cornell, see the *Announcement of General Information*, which may be obtained from the Visitor Information Center, Day Hall, or by writing to Cornell University Announcements, Day Hall, Ithaca, New York.

FELLOWSHIPS, SCHOLARSHIPS, AND GRANTS TO MASTER'S DEGREE CANDIDATES

Fellowships are based on scholastic ability. Scholarships and grants-in-aid are awarded on the basis of both scholastic ability and financial need.

Awards are as follows:

1. The Bache and Company Fellowship in finance.
2. The William H. Burns Scholarship of the Tompkins County Trust Company, awarded to a resident of Tompkins County.
3. The S. C. Johnson and Son, Incorporated, Fellowships in market research.
4. The Kaiser Aluminum and Chemical Corporation Fellowship.
5. The National City Bank of Cleveland Scholarship, for study in money, banking, and finance.
6. The Alfred P. Sloan Foundation, Incorporated, Fellowships and Scholarships, for study in hospital administration.
7. The Walter C. Teagle Memorial Scholarship of the Standard Oil Company (New Jersey).
8. The Theodore P. Wright Fellowship of Cornell Aeronautical Laboratory, awarded to a degree candidate at this School with undergraduate training in engineering.

The University has also made available funds for a number of additional scholarships covering tuition and partial-tuition awards, which are also made on the basis of financial need and academic promise. All awards are normally

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

made in the form of allowances against tuition, except when the amount of the grant exceeds tuition, in which case the excess becomes a stipend to the student, half of which is made available in the fall term and half in the spring term.

Applications for scholarships and fellowships by prospective Master's degree candidates must be filed before March 3 for the subsequent fall term. New applications for the spring term must be filed by January 1. Application forms may be obtained from the Director of Admissions of this School or from the Administrative Aide to the Dean, B-21 McGraw Hall.

In addition to the scholarships mentioned above, there are a number of scholarships available elsewhere in the University for which double-registrants in this School may be eligible. Those interested should consult the Office of Scholarships and Financial Aid, Day Hall.

LOANS

Loans to promising students in need of assistance have been made possible by many gifts to the University. A new student may borrow up to \$1,000. Interest at the rate of 4 per cent begins one day after graduation; repayment installments begin three months after graduation. After one year's residence the maximum amount of the loan may be increased to \$1,600. Under provisions of the National Defense Loan Program, degree candidates at this School may be eligible for loans ranging up to \$1,000 per year. Repayment and interest at 3 per cent begin one year after completion of schooling. If the loan recipient has any outstanding University bills (tuition, fees, Residential Halls) at the time the loan is granted, these expenses are deducted from the loan before any cash is paid to him.

In cases where a scholarship from this School's Committee on Financial Awards does not cover the student's needs, a University loan to be applied against tuition may be offered as a supplement to the scholarship award. Upon the recommendation of the Committee on Financial Awards and the approval of the University Committee on Student Aid, such a supplemental loan, in limited amount, may be made to an entering first-year student in this School. Further information regarding University loans may be obtained from the Office of Scholarships and Financial Aid, Day Hall.

Small loans are also available from Business and Public Administration, Inc., a nonprofit corporation governed by the faculty, alumni, and student members of its board of directors. Funds which have been accumulated by the corporation are administered and disbursed by this board in the form of graduate student aid. The student applying for a loan from Business and Public Administration, Inc., should consult the Associate Dean or the Administrative Aide to the Dean of this School.

For students in the Hospital Administration concentration, the W. K. Kellogg Foundation has established a loan fund which is administered in accordance with University regulations governing student loans. Requests for assistance should be made to the Office of Scholarships and Financial Aid, Day Hall.

VETERANS' BENEFITS

All veterans who expect to attend Cornell under the educational benefits provided by Public Laws 894 (Rehabilitation) and 550 (Korean G.I. Bill of Rights) must complete the necessary enrollment forms in the Treasurer's Office

in Day Hall at the time they register in the University. All inquiries relating to the use of Veterans Administration educational benefits at Cornell should be addressed to the nearest V.A. Regional Office.

LIVING COSTS

Living costs cannot be stated with the same degree of certainty as regular University charges, since they depend to a great extent upon the individual's standard of living. Recent estimates indicate that men students spend between \$135 to \$195 a term for room; \$275 to \$325 a term for board. Laundry, done in Ithaca, may require \$25 to \$40 a term. For women, the fixed charge for board and room in the dormitories is \$495 a term. Books, instruments, and other supplies will cost between \$30 and \$50 a term. Additional allowance must be made for clothing, travel, and incidentals. Experience indicates that total costs, including tuition, generally range between \$2700 and \$3000 for the full academic year for the single male student and between \$3300 and \$3600 for the married couple without children.

HEALTH REQUIREMENTS ON ENTRANCE

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

A satisfactory certificate of immunization against smallpox, on the form supplied by the University, must be submitted before registration. It will be accepted as satisfactory only if it certifies that within the last three years a successful vaccination has been performed. If this requirement cannot be fulfilled by the student's physician at home, opportunity for immunization will be offered by the Cornell medical staff during the student's first semester, with the cost to be borne by the student. If the student has been absent from the University for more than three years, immunity will be considered to have lapsed, and a certificate of revaccination must be submitted.

Every student is required to have a *chest X-ray*. He may present a chest film, made by a private physician, on or before entering Cornell, provided that it was obtained within six months of initial registration and is of acceptable quality; or he may present a chest X-ray report, provided that the radiograph was taken within the six months of initial registration, contains the film number and name and address of the X-ray facility, and is signed by a radiologist; or he may obtain the chest X-ray at Cornell during the orientation period or at some other specified time shortly thereafter, in which case, the charge will be included in the registration fee.

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

If a student has been away from the University for more than a year, he will need to submit a new health record form and, at his own expense, meet the X-ray requirement upon re-entrance.

SERVICES TO STUDENTS AND ALUMNI

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

HOUSING

Sage Graduate Center, in the heart of the Cornell campus, provides housing and dining facilities for men and women who are candidates for advanced degrees in all fields.

Rooms in the Center are assigned on July 15 in order of date of receipt of application. Charges are payable in four equal installments.

The University maintains three modern housing units for married students. One- and two-bedroom, unfurnished apartments are available.

Applications for University-operated housing—for both single and married students—are obtained from and returned to the Department of Residential Halls, Day Hall, Cornell University, Ithaca, New York.

Many students prefer to live in private dwellings or apartments. Information regarding these accommodations is available from the Off-Campus Housing Office in the Department of Residential Halls.

DINING ARRANGEMENTS

Men and women students may obtain meals in the student union building, Willard Straight Hall; Sage Graduate Center; cafeterias operated by the Colleges of Home Economics and Agriculture; or privately operated restaurants and cafeterias near the campus. Men may find the cafeteria in the University Halls area convenient for lunch and other light meals.

STUDENT COUNSELING

The counseling of students is a responsibility of all faculty members of the School and of the Administrative Aide to the Dean in particular. Her office is concerned with all student activities, including student orientation and registration, advising and counseling, housing and alumni relations.

ORIENTATION

The faculty of the School believes that the educational philosophy and objectives of the School, the methods employed in furthering its educational programs, and the academic and extracurricular opportunities afforded by the School and the University should be understood clearly by entering students. To accomplish

this, an orientation period for new students, arranged by the faculty with student assistance, is conducted immediately before the registration period in the fall semester. An address by the Dean on the educational philosophy and academic program of the School, conferences with faculty members on programs of study, and descriptions of student activities highlight the formal portion of the orientation. Through planned discussions and social events, new students are afforded an opportunity to become acquainted with the student program, registration procedures, the Cornell campus, their fellow students, and the faculty.

ACADEMIC COUNSELING

Each student is assigned to a faculty adviser for academic counseling. Advisory relationships are, however, informal, and students are free to consult with all members of the faculty not only on matters pertinent to their education and future plans, but also on personal matters. In addition, the University's Office of Dean of Students, Day Hall, may be consulted by students regarding appropriate nonacademic problems.

ASSISTANCE TO FOREIGN STUDENTS

The International Student Office, Room 142, Day Hall, maintains a staff to look after the welfare of all students from other countries. Foreign students are invited to apply to that office for any information they need and to consult the staff about living quarters, personal problems, and social or other questions. It is suggested that foreign students write to the Director of the International Student Office before they come to Ithaca or call on him when they arrive.

STUDENT PLACEMENT

While the School cannot accept responsibility for placing its graduates in suitable positions, it does make every effort to assist them in helping themselves. Each year Cornell University attracts to its campus, for participation in placement activities, one of the largest groups of representatives of business organizations and governmental agencies to come to any university. This is in part the result of the extensive nature of placement activities at Cornell. The staff of the Sloan Institute of Hospital Administration makes every effort to provide, for graduates in its concentration, contacts with directors of hospitals and health agencies which will lead to suitable employment.

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

ANNUAL CAREER CONFERENCE

The School sponsors a conference in the late fall for the purpose of aiding its students in planning their career objectives. Panel sessions in various major business, industry, and governmental categories are staffed by the School's own alumni of two or more years' standing.

SERVICES TO ALUMNI

The Business and Public Administration Alumni Association is instrumental in maintaining liaison between faculty, current students, and some 1000 graduates associated with private and public organizations throughout the country and overseas. As part of their own professional development, members participate in various activities of the School, such as the career conference; a number serve as guest speakers at lectures and advanced seminars at the school; others provide case materials; many are assisting in the School's admissions program.

In addition, the School and the University assist in placement matters. Alumni of this School are periodically circularized as to their employment preferences. Consequently referrals can be made to an increasing number of requests from industry for alumni of the School who have various specialized or general qualifications.

Moreover, interested alumni of the School may utilize the alumni placement facilities of the University Placement Service which maintains an office both in Day Hall in Ithaca and in the Cornell Club of New York City (107 East 48th Street). This service has grown so that it is now used annually by about 1,000 alumni and more than 1,000 employers. "Job Bulletins" are published semi-monthly and are supplied to alumni who have registered with the Director of Placement. A "Registrants Available" bulletin, mailed to some 3,000 employers, outlines the qualifications of individuals who are seeking positions. These services are available to any Cornellian, whether or not he has obtained degrees from other institutions prior to coming to Cornell.

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 academic program, 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 represents an increasingly significant aspect of life and study in the Cornell Graduate School of Business and Public Administration.

THE STUDENT ASSOCIATION

The Student Association is the student government organization of the Graduate School of Business and Public Administration. Its general goals are to coordinate the varied interests and activities of the student body, to foster closer relations among the students, faculty, and administration, and to develop a professional and fraternal spirit among the students. The Student Association fee of \$10 covers the two years of residence at the school.

The activities of the Student Association are under the guidance of a twelve-member executive council. The president, vice president, secretary, and treasurer are elected each February for one-year terms by the entire student body. A representative from the first-year class is elected in October to serve until the general election in February. The remaining seven members of the executive council are the appointed chairmen of the various committees and organizations.

SUPPER CLUB . . . At the formal meetings of the Supper Club, the Student Association takes advantage of the presence of numerous prominent representatives of business and government who visit Cornell. The initial meeting of the Club is held early in the academic year, so that if a student has not met some of his fellow students or faculty members, he may do so here. Some of the after-dinner speakers have been Deane W. Malott, President of the University; James A. McConnell, former Assistant Secretary of the Department of Agriculture; Paul J. Cupp, President of American Stores Company; Wallace F. Bennett, United States Senator from Utah; Elmer L. Lindseth, President, Cleveland Electric Illuminating Company; Roger W. Jones, Consultant to the Director, Bureau of the Budget; Joseph M. Bell, Jr., President, New York State Electric and Gas Corporation; Miss Frances Perkins, former Secretary of Labor; W. B. Murphy, President, Campbell Soup Company; and David Bell, Director, Bureau of the Budget.

THE CORNELL EXECUTIVE . . . *The Cornell Executive* is a student-edited newspaper which is published at regular intervals throughout the academic year. Copies of each issue are distributed to all students, faculty, and alumni of the School. Regular features in each edition include an examination of some aspect of faculty research, a review of new acquisitions by the School library, and excerpts from outstanding student classroom reports. A special section is devoted to alumni affairs.

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

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

WIVES' CLUB . . . More than 20 per cent of the students attending the School are married. Their wives have formed a group of their own. Throughout the year the Wives' Club provides entertainment and programs of interest and assists the social committee.

Naturally, not every student can participate in all of the nonclassroom activities described here. But their success 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 what it would most prefer to undertake and emphasize. Student activities provide a stimulating experience and a valuable exercise of the professional talents which it is the function of the School to develop. The hope is that every student who is interested in participating in

the Student Association or other activities, whether as organizer or spectator, will have the opportunity to do so.

PROFESSIONAL ASSOCIATIONS

There are student chapters of the Society for the Advancement of Management, the American Society for Public Administration, and the Association Internationale des Étudiants en Science Economiques et Commerciales. These organizations provide excellent opportunities for bringing business and government operations nearer to the campus. In addition to informal meetings for the discussion of professional matters and field trips, the groups are addressed by recognized leaders in their respective spheres.

GENERAL INFORMATION

Attention is directed to the *Announcement of General Information* for details regarding health services and medical care; vocational testing and guidance; use of motor vehicles; and University social and cultural activities. Copies of that Announcement may be obtained from the Visitor Information Center, Day Hall, or by writing to Cornell University Announcements, Day Hall, Ithaca, New York.

THE STUDENT BODY

AMERICAN INSTITUTIONS OF HIGHER LEARNING REPRESENTED IN 1962-1963

Adelphi College
Baldwin-Wallace College
Bethany College
Boston College
Boston University
Bowdoin College
Brandeis University
University of Bridgeport
Brooklyn College
Brown University
Bucknell University
University of California
Case Institute of Technology
Clarkson College of Technology
Colby College
Colgate University
University of Colorado
Columbia University
Cornell University
Denison University
DePauw University
Dickinson College
Earlham College
Eastern Michigan University
Guilford College
Harvard University
Hobart College
State University of Iowa
Indiana University
Kenyon College
Lehigh University
Le Moyne College
University of Maine
University of Maryland
Massachusetts Institute of Technology

Miami University
Michigan State University
New Bedford Institute of Technology
University of North Carolina
Northwestern University
Norwich University
University of Notre Dame
Oberlin College
Ohio Wesleyan University
Park College
University of Pennsylvania
Princeton University
College of Puget Sound
Purdue University
Queens College
University of Rochester
St. Lawrence University
University of Scranton
Seattle University
University of the South
Southern Methodist University
Stanford University
Suffolk University
Syracuse University
University of Tennessee
University of Texas
Union College
University of Vermont
Wabash College
University of Washington
Wesleyan University
Williams College
College of William and Mary
College of Wooster
Worcester Polytechnic Institute

FOREIGN INSTITUTIONS OF HIGHER LEARNING REPRESENTED IN 1962-1963

Cambridge University
Catholic University of "Andres Bello"
(Venezuela)
University of Chile

Delhi University
École Supérieure de Commerce (France)
Universidad Iberoamericana (Mexico)
International Christian University (Japan)

Keio University (Japan)
The Kobe University of Commerce (Japan)
Kung University (Republic of China)
Kyoto University (Japan)
Universidad De Los Andes (Bolivia)
McGill University
Middle East Technical University (Turkey)
University of Montreal

National Taiwan University
Nommensen University (Indonesia)
University of Nottingham
Royal Technical College (Kenya)
St. Andrews University
St. Theresa's College (Philippines)
Seoul National University
Tokyo University

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