

CORNELL UNIVERSITY ANNOUNCEMENTS

BUSINESS & PUBLIC ADMINISTRATION 1961-1962

GRADUATE SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION

# THE ACADEMIC CALENDAR

## JANUARY-JUNE, 1961

Jan. 4 W	Instruction resumed, 8 a.m.	Mar. 6 M	Last day for withdrawal from courses ( <i>B.&amp;P.A.</i> )
Jan. 21 S	First-term instruction ends	Mar. 25 S	Midterm grades due
Jan. 23 M	Second-term registration, old students		Spring recess:
Jan. 24 T	Examinations begin	Mar. 25 S	Instruction suspended, 12:50 p.m.
Feb. 1 W	Examinations end	Apr. 3 M	Instruction resumed, 8 a.m.
Feb. 2-3,		May 27 S	Instruction ends
Th-F	Midyear recess	May 29 M	Examinations begin
Feb. 4 S	Registration, new students	June 6 T	Examinations end
Feb. 6 M	Second-term instruction begins	June 12 M	Commencement Day
Feb. 20 M	Last day for course changes ( <i>B.&amp;P.A.</i> )		

## ACADEMIC YEAR, 1961-1962 (*Tentative*)

Sept. 15 F	New student orientation ( <i>B.&amp;P.A.</i> )	Jan. 23 T	Examinations begin
Sept. 18 M	Registration, new students	Jan. 31 W	Examinations end
Sept. 19 T	Registration, old students	Feb. 1-2,	
Sept. 20 W	Instruction begins, 1 p.m.	Th-F	Midyear recess
Oct. 4 W	Last day for course changes ( <i>B.&amp;P.A.</i> )	Feb. 3 S	Registration, new students
Oct. 18 W	Last day for withdrawal from courses ( <i>B.&amp;P.A.</i> )	Feb. 5 M	Second-term instruction begins
Nov. 8 W	Midterm grades due	Feb. 19 M	Last day for course changes ( <i>B.&amp;P.A.</i> )
	Thanksgiving recess:	Mar. 5 M	Last day for withdrawal from courses ( <i>B.&amp;P.A.</i> )
Nov. 22 W	Instruction suspended, 12:50 p.m.	Mar. 24 S	Midterm grades due
Nov. 27 M	Instruction resumed, 8 a.m.		Spring recess:
	Christmas recess:	Mar. 24 S	Instruction suspended, 12:50 p.m.
Dec. 23 S	Instruction suspended, 12:50 p.m.	Apr. 2 M	Instruction resumed, 8 a.m.
Jan. 8 M	Instruction resumed, 8 a.m.	May 26 S	Instruction ends
Jan. 20 S	First-term instruction ends	May 28 M	Examinations begin
Jan. 22 M	Second-term registration, old students	June 5 T	Examinations end
		June 11 M	Commencement Day

# **GRADUATE SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION**

**1961-1962**

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Volume 52. Number 14. December 30, 1960.

Published by Cornell University at Edmund Ezra Day Hall,  
18 East Avenue, Ithaca, New York. Published as twenty-  
one issues in even years and twenty issues in odd years.

Second-class postage paid at Ithaca, New York.





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*McGraw Hall, home of the  
Graduate School of Business  
and Public Administration.*

# FACULTY, STAFF, AND ADVISORY GROUPS\*

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SEYMOUR SMIDT, Ph.D., *Associate Professor of Managerial Economics*

DAVID A. THOMAS, M.B.A., Ph.D., C.P.A., *Professor of Accounting*

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\* As of January 1, 1961.

† On leave, spring term 1960-1961, and fall term 1961-1962.

PAUL P. VAN RIPER, Ph.D., *Professor of Administration\**  
 J. HART WALTERS, JR., Ph.D., *Assistant Professor of Marketing*  
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 DOUGLAS R. BROWN, M.S., *Administrative Assistant, Sloan Institute of Hospital Administration*  
 INEZ M. KING, *Administrative Aide to the Dean*  
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\* On leave, spring term 1960-1961.

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## AIM AND PHILOSOPHY

THE PRINCIPAL purpose of the Cornell Graduate School of Business and Public Administration is to provide the best possible education for men and women, at the graduate level, for careers as business administrators and public administrators.

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 degrees of M.B.A. and M.P.A. signify: (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.

The program for each of the degrees has been designed especially to meet the needs of each group of students. 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. There is much conceptual material which is common to

both. In American life the business and public administrative organizations are not watertight compartments, and hence many persons pass back and forth.

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.

The School also is interested in the development of the art of administration along more scientific lines; it accordingly gives advanced courses and seminars in administrative science and publishes the *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 more scientific treatment 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, both in professional practice and 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.

Plans have been completed for the erection of a new building to house the Graduate School of Business and Public Administration on the northwest corner of Garden Avenue and Tower Road. Occupancy is scheduled for September, 1962.

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

## **HISTORICAL NOTE**

The School opened in September, 1946, with forty-one students and a faculty of seven. It achieved the status of a graduate school on 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 1957. 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 twenty-seven.

# TEACHING PROGRAMS

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. 13 and for public administration on p. 22. As indicated later in this chapter, however, special programs suited to the needs of qualified students may be developed.

Minimum and maximum semester hours a term are 12 and 18, respectively. 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.

The degree with distinction is awarded on the basis of a cumulative average grade of not less than 85 through the first three terms, a qualified honors thesis, and satisfactory performance in a comprehensive oral examination on the thesis and the candidate's major subject matter field.

All students with a cumulative average of 83 at the end of the second term are invited to participate in the degree with distinction program during their second year. Six hours' credit is granted for a satisfactory thesis, three credit hours each term. Credit for an acceptable thesis is allowed whether or not the candidate qualifies for the degree with distinction. At the end of the third term only those candidates who have a cumulative average grade of 85 or better continue in the program.

During the second year, students are encouraged to take seminar courses in this and other Cornell schools and colleges and/or special reading courses appropriate to their career interests.

## 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 all first-year core courses will be given in September of each year during the week prior to registration. 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.

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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 business problems, including an appreciation of how advanced 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

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 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. The Governmental Process.....		3
110. Principles of Accounting.....	3	
111. Managerial Accounting .....		3
113. Introduction to Managerial Statistics.....	3	



## SECOND YEAR

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

\* 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."

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

## CONCENTRATIONS

### ACCOUNTING

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

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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

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 dealing with agriculture 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

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

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 ADMINISTRATION

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

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

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

## 16 BUSINESS AND PUBLIC ADMINISTRATION

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

	<i>1st Term</i>	<i>2d Term</i>
115. Health Needs and Services.....	3	
116. The Hospital in Modern Society.....		2
117. Health Economics .....		2

### SECOND YEAR

450. Principles of Hospital Operation.....	3	
452. Orientation to Clinical Medicine.....	3	
453. Business and Legal Aspects of Hospital Administration.....	2	
454. Policy and Planning in Hospitals and Health Agencies.....		3
455. Seminar on Health and Society.....		3
Readings in Institutional Management (Home Ec. 400).....		1

**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 practice. 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. SERIES OF HOSPITAL VISITS.** 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. During the greater part of the two academic years, students in groups of two or three make weekly visits to 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 WORK EXPERIENCE.** During the first year in the Graduate School of Business and Public Administration, the student completes the principal preprofessional 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 apprenticeship under the guidance of a well-qualified administrator. The responsibility given the student will vary considerably with 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. Board and

room are usually provided, the question of stipend 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 graduates in mutually rewarding employment situations.

### MANAGERIAL ECONOMICS

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; 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

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

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

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

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

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 School's program in public administration is based upon the central role of government in modern life, the rise of the career public service, and the con-



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

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

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

## BASIC PROGRAM

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. There is but one required course in the second year.

### 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	or 2
Administrative Law*.....	3	

### SECOND YEAR

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

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

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."

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

## CONCENTRATIONS

### AGRICULTURAL MANAGEMENT

The concentration in *agricultural 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 agricultural management. For this purpose this School and the College of Agriculture have combined their resources. There are substantial opportunities in the agricultural industries and in governmental agencies dealing with agriculture for persons possessing this combined background.

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 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.

### CITY MANAGEMENT

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. The Governmental Process.....		3
112. Governmental Accounting .....		3
428. Governmental Fiscal Management .....	3	
430. Investment in Government Securities.....		3

	<i>1st Term 2d Term</i>	
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: Organization and Systems.....	3	
Principles of City and Regional Planning (Arch. 710).....	3	
Traffic Engineering (Eng. 2620).....	3	
Public Health and Community Sanitation (Eng. 2509).....		3
City Planning Practice (Arch. 711).....		3
Seminar in Regional Planning (Arch. 712).....		2
Municipal Sanitation (Eng. 2532).....	3	
Seminar in Urban Renewal (Arch. 715).....		2
Planning Administration (Arch. 716).....		2
Legal Aspects of Planning (Arch. 717).....		2
Public Problems in Urban Land Use (Arch. 715).....	2	
Departmental Seminar (Arch. 714).....	2	
History of City Planning (Arch. 700).....		3
Taxation (Agr. Econ. 138).....	3	

## FINANCE

The administration 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 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.

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 ADMINISTRATION

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

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

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

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

## FIRST YEAR

	<i>1st Term</i>	<i>2d Term</i>
115. Health Needs and Services.....	3	
116. The Hospital in Modern Society.....		2
117. Health Economics .....		2

## SECOND YEAR\*

	<i>1st Term</i>	<i>2d Term</i>
450. Principles of Hospital Operation.....	3	
452. Orientation to Clinical Medicine.....	3	
453. Business and Legal Aspects of Hospital Administration.....	2	
454. Policy and Planning in Hospitals and Health Agencies.....		3
455. Seminar on Health and Society.....		3
Readings in Institutional Management (Home Ec. 400).....		1

\* The course in Administrative Law also is 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 practice. 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. SERIES OF HOSPITAL VISITS.** 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. During the greater part of the two academic years, students in groups of two or three make weekly visits to 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 WORK EXPERIENCE.** During the first year in the Graduate School of Business and Public Administration, the student completes the principal preprofessional 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 apprenticeship under the guidance of a well-qualified administrator. The responsibility given the student will vary considerably with 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. Board and room are usually provided, the question of stipend 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 administra-



tive 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 graduates in mutually rewarding employment situations.

## PERSONNEL MANAGEMENT

This concentration in *personnel management* is designed for students who are 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. Consideration is given to the problems, programs, and policies of state, federal, and municipal organizations. Students have the opportunity of becoming familiar with sources of information related to personnel management in 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 more and more need for knowledge of personnel management in getting results through others.

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

In addition to the courses and seminars in personnel management and human relations offered at 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, 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

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 administrative foundation laid in the first year of core work and will provide the student with more advanced, though still broadly oriented, work in program operations of governmental institutions at the international, federal, state, or local levels as well as

advanced work in the important functional and supporting areas of personnel and civil service procedures, public budgeting and fiscal management, and organization and methods work. Those who wish to emphasize a particular institutional framework may wish to consider either the federal or the international administration options within this concentration, or the city management concentration described elsewhere.

Students in the public 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 immediately below this listing:

	<i>1st Term</i>	<i>2d Term</i>
428. Governmental Fiscal Management.....	3	
501. Public Personnel Management.....		3
556. Seminar in Public Administration.....	3	
559. Supply and Materiel Management.....	3	
900. Management Surveys: Organization and Systems.....		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, International Administration and Foreign Operations; 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; Govt. 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, International Administration and Foreign Operations, together with 6 hours of additional work selected with the approval of the student's adviser. Such work may be selected from among, for example, Course 351, Comparative Business Administration; Course 552, Comparative Public Administration; Course 902, Seminar in Organizational 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 Department of Sociology and Anthropology in the College of Arts and Sciences.

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

For more specialized programs in public administration the student should consider the opportunities outlined under the concentration headings of agricultural management, city management, finance, hospital administration, personnel 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 educational units and to develop an integrated program tailored to his special interests. All these programs may be designed so that advanced work at the doctoral level is also facilitated.

#### TRANSPORTATION AND PUBLIC UTILITIES

See the statement for M.B.A. candidates, page 20.

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

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.

## **JOINT PROGRAMS**

### **GENERAL REQUIREMENTS**

A Cornell upperclassman, in either a four-year or a five-year undergraduate program, 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 subsequently are equally applicable to the double-registrant applicant, including the requirement that he take either the Admission Test for Graduate Study in Business or the Graduate Record Examination in Government. In addition, the 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, 1961, must be submitted by March 25, 1961, complete with undergraduate transcripts including grades for the 1960 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, 1961.

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

Meeting requirements for both the baccalaureate and Master's degrees necessitates careful scheduling of required and elective courses prior to and during the period of double registration; therefore, 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 Administrative Office, B-21, McGraw Hall.

### **ADMINISTRATION AND LAW**

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

Through this program a student may 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.

## AGRICULTURE

A fourth-year student registered in the College of Agriculture may be admitted without the formality of double registration provided he files and obtains acceptance of his application by the School with the approval of his College. The 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 (see the previous section of this Announcement) of all prospective M.B.A. or M.P.A. candidates. Of his remaining semester hours in that same year, at least one-half will normally be taken in the Graduate School of Business and Public Administration, and the remainder will generally be taken from work at the graduate level offered in the College of Agriculture. Programs will be worked out with the advice of a Joint Advisory Committee of the two schools to best promote the student's career prospects in his chosen field.

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

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

## MAJOR AND MINOR SUBJECTS

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

## THE ADMINISTRATIVE PROCESS

This subject of administrative process embraces all aspects of the art and science of administering organizations, involving such administrative matters as

internal organization and structure, administrative behavior, coordination and control, communications, personnel and human relations, planning, policy formulation, and program development. It will normally require the study of both private and public administration, and, in some cases, of foreign administration as well.

#### FINANCE AND ACCOUNTING

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

#### SUPPLY, PRODUCTION, AND DISTRIBUTION

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

#### MANAGERIAL ECONOMICS AND POLITICS

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

#### MINOR SUBJECTS

A student who majors in business and public administration must also select two minor subjects. One of these minor subjects may be chosen from among the four subjects listed above. However, it is the general policy of the field of business and public administration strongly to encourage the student to select his second minor from among related subjects outside this field.

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

## EXAMINATIONS AND THESIS

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

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

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

## ADMISSION

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

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

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

### **GENERAL RESIDENCE REQUIREMENTS**

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

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

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



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

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

### **THE GRADUATE FORUM**

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

### **FINANCIAL AID FOR 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 in the School to elect courses bearing directly on special areas of student interest such as economics, government, labor relations, production management, agricultural problems, and food and nutrition.

A numerical index of courses is given on pages 76-77.

## REQUIRED COURSES

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

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

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

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

*Note:* First-term course given primarily for second-year students and students planning to concentrate in personnel management; second-term course given primarily for first-year students. *Will not be offered in second term, 1960-1961.*]

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

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. Mr. DE CHAZEAU.

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. Messrs. NILSSON and McADAMS.

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

**106. MARKETING.** First term. Credit three hours. Messrs. RATHMELL and WALTERS.

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.** First term. Credit three hours. Messrs. GILMORE and GAVETT.

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. THE GOVERNMENTAL PROCESS.** Second term. Credit three hours. Mr. VAN RIPER.

An analysis of American government from the standpoint of the administrator who must concern himself with politics on behalf of his organization or company. Emphasis is placed on pressure groups, the political process underlying governmental action, the basic organiza-

tional structure of government at various levels, and the problem of political power.

**110. PRINCIPLES OF ACCOUNTING.** First term. Credit three hours. Messrs. THOMAS, BIEMAN, and HAMPTON.

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

**110S. PRINCIPLES OF ACCOUNTING.** First term. Credit three hours. Mr. HAMPTON.

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, BIEMAN, and HAMPTON.

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

**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. CHOW.

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.

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

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 HOSPITAL IN MODERN SOCIETY.** Second term. Credit two hours. Mr. ELLING.

A review of the hospital movement and of the essential functions of hospitals. Study of the hospital covers its historical development and is approached from the standpoint of the sociological and economic backgrounds which were essential to this development. Attention is given to major discoveries in the growth of modern medicine, as they contributed to the rise of the modern hospital. 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 major emphasis in these analyses is upon the hospital as an organization, in its relation to the society of which it is a part. The classroom material is reinforced through a series of field trips to affiliating hospitals.

**117. HEALTH ECONOMICS.** Second term. Credit two hours. Mr. REED.

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.

**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 and second terms. Credit two hours for one term only. Mr. WASSERMAN.

An introduction to the wide range of published and unpublished 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.

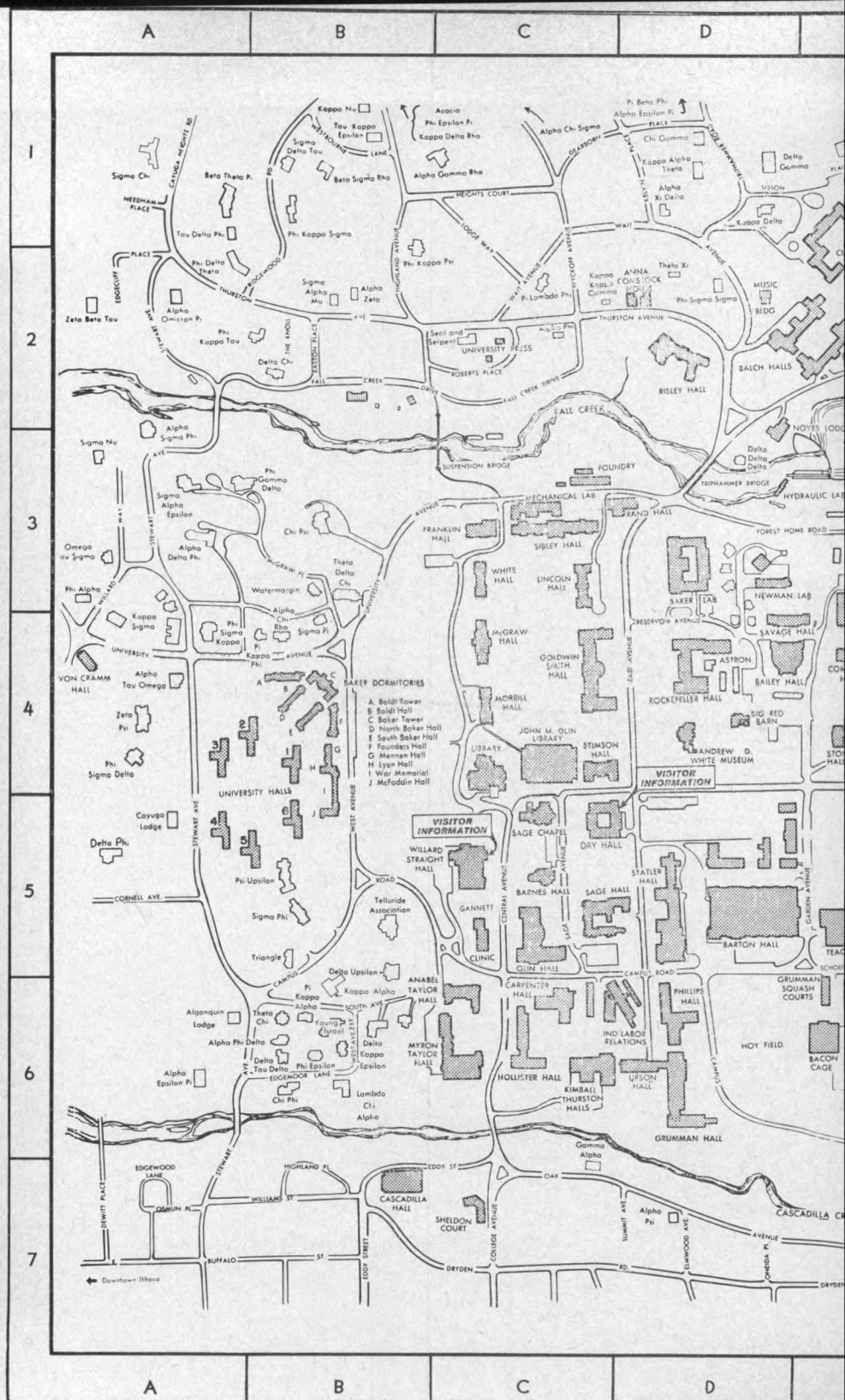
**202. PRIVATE ENTERPRISE AND PUBLIC POLICY.** Second term. Credit three hours. Mr. HUTCHINS.

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.



## KEY TO THE CAMPUS MAP ON THE PAGES FOLLOWING

- Alumni (Athletic) Fields F5  
 Anabel Taylor Hall C6, interfaith center  
 Animal Husbandry H5  
 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  
 Barnes Hall C5, campus store, auditorium  
 Barton Hall D5, military training  
 Big Red Barn D4, alumni center  
 Caldwell Hall E4, agronomy  
 Carpenter Hall C6, engineering library & administration  
 Cascadilla Hall B7, graduate residence  
 Clara Dickson Hall E1, women's residence  
 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, administration  
 Fernow Hall F4, conservation  
 Filter Plant J3  
 Food Storage and Laundry F7  
 Foundry D3  
 Franklin Hall C3, Far Eastern Studies, art  
 Gannett Medical Clinic C5  
 Goldwin Smith Hall C4, arts and sciences  
 Graphic Arts Services G6  
 Greenhouses F4, H4  
 Grumman D6, aero. engineering  
 Grumman Squash Courts E6  
 Heating Plant F6  
 High Voltage Lab. H7, 909 Mitchell St.  
 Hollister Hall C6, civil engineering  
 Hoy Field D6, baseball  
 Hydraulic Laboratory D3  
 Industrial and Labor Relations D6  
 Judging Pavilion H5  
 Kimball and Thurston Halls C6, engineering mechanics & materials  
 Library Clock Tower C4  
 Lincoln Hall C3  
 Lua A. Minns Garden E4  
 Lynah Hall E5, ice skating  
 Mann Library F4, agriculture-home economics library, regional history, Bailey Hortorium  
 Mary Donlon Hall E1, women's residence  
 McGraw Hall C4, geology; business & public administration  
 Moakley House H2, recreation center, golf  
 Morrill Hall C4, sociology, anthropology, modern languages, psychology  
 Music D2 (moves to Lincoln, fall, 1961)  
 Myron Taylor Hall C6, law  
 Newman Laboratory D3, nuclear studies  
 Noyes Lodge E2, recreation, cafeteria  
 Olin Hall C5, chemical & metallurgical engineering  
 Olin 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  
 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, agriculture administration  
 Rockefeller Hall D4, physics  
 Rose Gardens, road to, J3  
 Sage Chapel C5  
 Sage Hall D5, women's residence  
 Savage Hall E3, nutrition  
 Schoellkopf Field and Hall E6, athletics  
 Service Building F7  
 Sibley Hall C3, architecture, history, government  
 Statler Hall D5, hotel administration  
 Stimson Hall C4, zoology  
 Stocking Hall G5, dairy & food science, bacteriology  
 Stone Hall E4, education  
 Suspension Bridge C3  
 Teagle Hall E5, men's physical ed. & sports  
 Thurston Hall (see Kimball)  
 Triphammer Bridge D3  
 University Hall B4, men's residences  
 University Press C2  
 Upson Hall D6, mechanical engineering  
 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



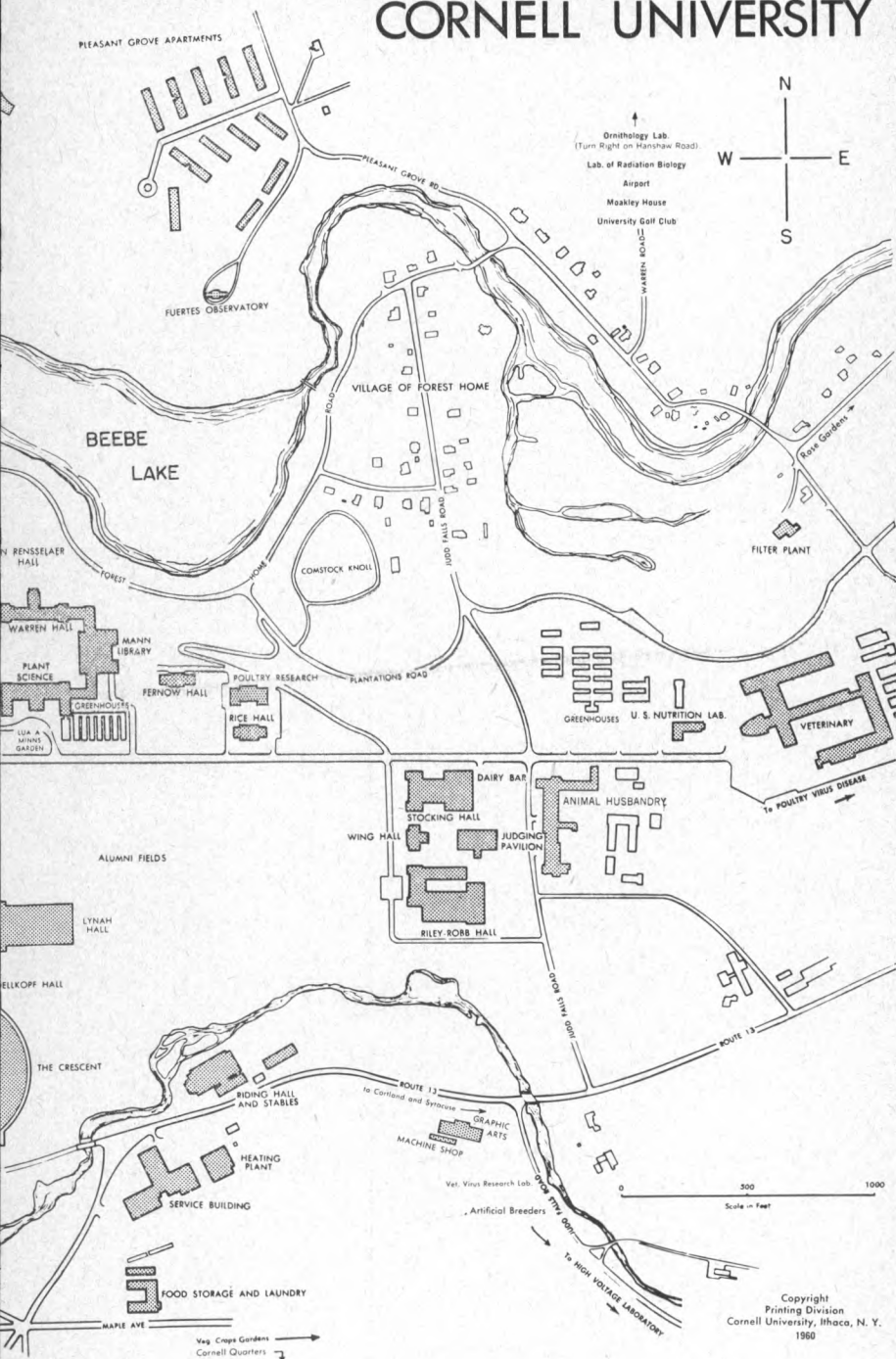
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## ELECTIVE COURSES

### ACCOUNTING

**105. LAW OF BUSINESS ASSOCIATIONS.** First term. Credit three hours. Mr. HOLMES.

Study of the following fields of law: contracts, agency, partnerships, and corporations. Combined text and case method of study is used. Required of all students in professional accounting and strongly recommended for students whose area of specialization is finance.

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

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

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

Accounting for partnerships; consignments; branch and home office relationships; insurance; consolidated statements; foreign exchange; estates and trusts; reorganizations; realization and liquidation proceedings. *Prerequisite:* 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. ACCOUNTING THEORY.** Second term. Credit three hours. Mr. BIERMAN.

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. *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.

**306. FINANCIAL ANALYSIS.** First term. Credit three hours. Mr. HOLMES.

Examinations of the principles, rules, and conventions underlying the construction of financial statements, including consolidated statements with particular view to providing an understanding of the possibilities and limitations of financial statement analysis. Financial reporting practices and the techniques of statement analysis will be stressed. Attention will be given to the financial reporting requirements of security regulation agencies. *Prerequisite:* Course 111 or equivalent.

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

Investigation of systems of internal control; types of audits; audit procedures; the audit report and auditor's certificate; A.I.A. 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. HOLMES.

Study of the following fields of law: negotiable instruments, sales of personal property, and bailments. Combined text and case method of study is used. *Prerequisite:* Course 105.



309. **ADVANCED BUSINESS LAW.** First term. Credit three hours. Mr. HOLMES.

Study of the following fields of law: real property, security transactions, insurance, and

bankruptcy. Extended study of the fields of law cited in Courses 105 and 308. Combined text and case method of study is used. *Prerequisite:* Course 105.

## AGRICULTURAL MANAGEMENT

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

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. GILMORE.

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 1960-1961.]*

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.

## 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

900. **MANAGEMENT SURVEYS: ORGANIZATION AND SYSTEMS.** Second term. Credit three hours. Mr. VAN RIVER.

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 programed, 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."

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

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

The fundamentals of investment analysis and management, designed primarily for students planning entry into the fields of investment banking and institutional investment. Methods of security analysis, the uses of technical aids in investment analysis, and policies governing the management of investment funds, private and institutional, are studied in detail. Other topics include the organization and functioning of underwriting firms, methods of secu-

rity 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." *Will not be offered in 1960-1961.*]

**429. FINANCIAL INSTITUTIONS AND CAPITAL MARKETS.** First term. Credit three hours. Mr. McADAMS.

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.** First 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 ADMINISTRATION

450. **PRINCIPLES OF HOSPITAL OPERATION.** First term. Credit three hours. Messrs. BROWN and SCHNEIDER.

An analysis of the functional elements of the hospital is undertaken. Consideration is given to the governing board, medical staff organization, and administration. Current concepts of medical staff functions, the responsibilities of the board and their implementation, and the role of the administrator are analyzed. Study of the nursing service covers such topics as the nature and division of the nursing function, administration of the nursing department, and major problems in nursing education. Attention is devoted to diagnostic and special therapy departments. Nonprofessional services are examined from the standpoint of the administrator; primary attention is given to the major managerial responsibilities for these areas. A section is devoted to certain principles of engineering which are essential to an understanding of institutional maintenance. A series of field trips begun in Course 115 is continued. *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. **BUSINESS AND LEGAL ASPECTS OF HOSPITAL ADMINISTRATION.** First term. Credit two hours. Messrs. HAMPTON and COONEY.

Devoted primarily to the special aspects of business administration encountered in the

hospital setting, and to legal considerations in hospital and medical services. Among the business topics are hospital statistics, the standardized chart of accounts, per diem costs, hospital cost analysis, the administration of rates and charges, and special applications of procurement principles. The introduction to hospital law includes such topics as evidence, liability for injury, confidential communications, consent, contracts, and board control of medical care. *Prerequisite:* Courses 115, 116, and 117, or equivalent.

454. **POLICY AND PLANNING IN HOSPITALS AND RELATED AGENCIES.** Second term. Credit three hours. Mr. LEROCKER.

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.

## MANAGERIAL ECONOMICS

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

A study of the development of significant

features of the modern economy and of modern business. Attention is particularly focused on the period 1750-1920. European developments of significance to the United States are discussed. Against the general eco-

conomic background careful study is given to selected case studies illustrating business organization, policy, and practice of the time. The features and concepts of public economic policy are studied, in part by the case method.

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

A study of 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.** Second 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.** First term. Credit three hours. Mr. SMIDT.

The primary objective is to develop in students the skills and knowledge needed to prepare economic forecasts. Consideration will be given to the forecasting of important general economic indicators such as Gross National Product and its major components and to the analysis of demand and supply situations in specific industries. Long-term projections of up to thirty years will be considered, as well as the more usual short-term forecasts for a quarter or a year ahead. The student will be expected to familiarize himself with the current and past behavior of important times series and to prepare specific forecasts. *Prerequisite:* Course 102 or equivalent or consent of instructor.

**[379. SEMINAR IN MANAGERIAL ECONOMICS.** First and second terms. Credit three hours each term. Messrs. DE CHAZEAU and SMIDT.

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. *Will not be offered in second term, 1960-1961.]*

**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. Primarily for Ph.D. candidates; open to others by permission of the instructor only.

**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.

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

Theory and applications of linear programming 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. Messrs. BIERMAN and CHOW.

## 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.

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 managerial economic problems. Topics covered will vary from term to term. *Prerequisite:* Open to second-year students and to others with consent of the instructor.

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 marketing. 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.** Second 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. Open to Ph.D. candidates and second-year students with consent of instructor.

## PERSONNEL MANAGEMENT

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

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

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

Organization and operation of public personnel systems in the United States, including the essentials of personnel policy and a sys-

tematic consideration of techniques of employment, training, classification, compensation, and employee relations; employee organizations. *Prerequisite:* Course 100 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. *Will not be offered in 1960-1961.]*

## PRODUCTION

**[525. FACTORY MANAGEMENT.]** First term. Credit three hours. Messrs. GILMORE and GAVETT.

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. *Will not be offered in 1960-1961.]*

**526. MANUFACTURING POLICY DETERMINATION.** Second term. Credit three hours. Messrs. GILMORE and GAVETT.

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 con-

sideration 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 1960-1961.]*

**[559. SUPPLY AND MATERIEL MANAGEMENT.]** First term. Credit three hours. Mr. VAN RIPER.

For course description, see section entitled "Public Administration and Policy." *Will not be offered in 1960-1961.]*

## PUBLIC ADMINISTRATION AND POLICY

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

The organizational, administrative, and political problems of the executive branch in and among the various levels of American government; executive-legislative relations with respect to administration and policy formulation; and responsibility and accountability of governmental agencies and personnel. *Prerequisite:* For the graduate student with some background in the social sciences or with administrative experience, but who is unfamiliar with administration in a public milieu.

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

Advanced course in fiscal management at the federal level, including the formulation and use of the budget as a planning and control instrument, governmental auditing, purchasing methods, debt administration, and related aspects of fiscal management. *Prerequisite:* Course 100. *Will not be offered in 1960-1961.]*

551. **INTERNATIONAL ADMINISTRATION AND FOREIGN OPERATIONS.** First term. Credit three hours. Mr. BENT.

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

552. **COMPARATIVE PUBLIC ADMINISTRATION.** Second term. Credit three hours. 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. *Will not be offered in 1960-1961.]*

554. **SEMINAR IN URBAN GOVERNMENT AND ADMINISTRATION.** Second term. Credit three hours. Mr. HILLHOUSE.

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

555. **FEDERAL ADMINISTRATION.** Second term. Credit three hours. Mr. BENT.

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

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

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

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

Designed to acquaint the student with certain of the principal types of military administrative and managerial problems, particularly those which have the most effect upon private industry and the civilian governmental establishment. Subject matter varies from year to year but may include such subjects as program planning, procurement and supply, manpower utilization, organization of the military departments, line-staff relationships, civilian control of the military establishments, etc. *Prereq-*

## 50 BUSINESS AND PUBLIC ADMINISTRATION

*quisite:* Course 100 and consent of the instructor. *Will not be offered in 1960-1961.]*

[558. **SEMINAR IN GOVERNMENT FINANCE AND ENTERPRISE.** First term. Credit three hours. Mr. HILLHOUSE. *Will not be given in 1960-1961.]*

[559. **SUPPLY AND MATERIEL MANAGEMENT.** First 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 organizational problems of governmental agencies concerned with these matters; governmental contrasted with private practices; ethical and conflict-of-interests problems. *Prerequisite:* Course 100. *Will not be offered in 1960-1961.]*

900. **MANAGEMENT SURVEYS: ORGANIZATION AND SYSTEMS.** Second term. Credit three hours. Mr. VAN RIPER.

Concerns the problem of evaluating the effectiveness of the organization and procedures of an established enterprise or governmental agency and of recommending improvements—from the standpoint of the outside consultant, of the comptroller, of the systems and procedures analyst, or of a study group working from within the organization. Consideration is given to such matters as approaches to the measurement of efficiency, the

organization of management surveys, survey techniques, organization analysis, procedural analysis, work flow and work distribution analysis (especially in clerical operations), work measurement above the level of the individual worker, and the formulation, selling, and carrying out of recommendations. *Prerequisite:* Course 100 and, for first-year students, 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 will be considered. The implications of large-scale organization for members of it 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 1960-1961.]*

## TRANSPORTATION AND PUBLIC UTILITIES

431. **PUBLIC UTILITIES.** Second term. Credit three hours. Mr. HOLMES.

The purpose is to acquaint the student with the problems of government and business in the relatively large segment of our economy encompassed by the privately owned public utility industries, especially the electric, gas, and telephone companies. Topics will include the history and present status of rate control by federal and state regulatory bodies, the Holding Company Act of 1935 and corporate reorganizations thereunder, accounting systems, financial structures, problems of growth, and certain unique characteristics of public utilities such as cost patterns, the necessity for long-range budgeting, and government competition. *Prerequisite:* Course 110.

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.

# **RESEARCH AND PUBLICATIONS**

## **RESEARCH PROGRAMS**

THROUGH its research program the School seeks a combination of related primary objectives: the advancement of knowledge in its most basic sense, the utilization of that knowledge in teaching programs which look toward the future, and the further encouragement of both faculty and graduate students in the use of research as a fundamental prerequisite not only of knowledge for its own sake but also 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 current managerial analysis but also provides a firm base for theory and projection. Studies of this type under way include a large-scale analysis of the social origins, training, and career patterns of federal governmental executives, studies by the Sloan Institute of Hospital Administration 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 within 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, development of the concepts of managerial accounting, and the like.

The School maintains close association with those University-wide agencies concerned with related research, particularly the Cornell Social Science Research Center and the Cornell Computing Center. Increasingly the research program is also providing 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 research staff whose efforts are directed toward a wide range of 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 an on-going 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 management 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. Professors de Chazeau and Smidt are responsible for developing an initial research strategy to guide work in this area. It is anticipated that other members of the faculty will participate in the research as it develops.

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 Doctor's degrees who have special interests or experience in this field may be eligible for research assistantships or fellowships. Inquiries should be directed to Professor Melvin G. de Chazeau.

## 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 the *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.

## THE FEDERAL ACCOUNTANT

In cooperation with the Federal Government Accountants Association, the School publishes *The Federal Accountant*, a quarterly journal dedicated to the

advancement of accounting principles, conventions, and auditing standards in their application to the operations of the federal government. The journal contains articles, book reviews, and abstracts relating to accounting in all environments in which federal accountants work. Inquiries relating to this publication should be directed to the Editor, *The Federal Accountant*, in care of this School, McGraw Hall.

### **CORNELL SERIES IN POLICY AND ADMINISTRATION**

The School also publishes books and monographs on various aspects of administration and policy. Four studies have been published so far. *Information for Administrators*, by Paul Wasserman; *Statistical Method in Comparative Administration: The Turkish Conseil D'Etat*, by Robert V. Presthus; *Measurement and Evaluation of Organizational Performance* (an annotated bibliography) by Paul Wasserman; and *Decision-Making: An Annotated Bibliography* by Paul Wasserman and Fred Silander.

### **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 essential aim of the library program is to provide a working laboratory of published material which sheds light on the various aspects of the administrative process as well as on the subject matter fields in which course work and research are carried on.

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

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

To familiarize the students with the working bibliographic and research tools in business and public administration, 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 the special programs, instructional methods which have proved to be most effective with adult groups are used. Emphasis is placed on relatively small groups, with considerable attention paid to the analysis and discussion of carefully selected case studies. An effort is made to supply the participants with materials which they can use after completion of the programs.

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

### **FURTHER INFORMATION**

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

## **THE EXECUTIVE DEVELOPMENT PROGRAM**

The Executive Development Program is a six-week, off-the-job course of study 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 more than three hundred executives have participated in annual sessions.

In keeping with the theme of the Program, "A Top Management Approach to Meeting Changing Conditions," 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 ninth annual Executive Development Program will begin June 19 and will end July 28, 1961. Applications must be submitted by March 1.

## **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 knowledge 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 course of lectures, readings, and discussions dealing with principles and a broad spectrum of trends and issues affecting their responsibilities. It brings the hospital leaders 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 Director, Hospital Administrators Development Program, Sloan Institute of Hospital Administration, Graduate School of Business and Public Administration, *Rand Hall*.

## **THE CORNELL MARKETING MANAGEMENT FORUM**

The Cornell Marketing Management Forum consists of some one hundred upstate New York home-office marketing executives in manufacturing concerns and is sponsored by the School as a service to members of the near-by industrial community. The Forum is a medium for the exchange of day-to-day operating procedures relating to current problems of marketing management. Reports of survey findings are sent to Forum members approximately four times a year. Group conferences are held annually. A workshop for members selling exclusively through manufacturers' agents is also scheduled.

## **FOOD DISTRIBUTION PROGRAM**

A cooperative program on 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, Cornell University, Ithaca, New York.



# **STUDENT ADMISSIONS, SERVICES, AND ACTIVITIES**

## **ENTRANCE PROCEDURES**

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. In some cases the necessary applications will be furnished by this School along with other admissions material.

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

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

## **ADMISSION STANDARDS**

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 intel-

lectual 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, and indicated motivation for graduate work as a part of career development.

Although there are no particular undergraduate courses required of entering students, it is recommended that students planning to enter the School include in their undergraduate programs courses in economics and American government. Furthermore, they should prepare themselves in college mathematics before entering. (J. Houston Banks'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. An interview is required, however, in the case of candidates for the program in *Hospital Administration*. Where distance would involve hardship, an interview with a designated hospital or health agency official in the applicant's locality frequently can be arranged.

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

## ADMISSION PROCEDURE

Applicants for admission to Master's degree programs may obtain admission application forms from the Administrative Aide to the Dean, Graduate School of Business and Public Administration, McGraw Hall. The forms should be filled out carefully and returned to the Administrative Aide. In addition to completing the forms and arranging for the forwarding of test scores to this School, applicants must also submit transcripts of their undergraduate records, pay 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 for 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.

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 curriculum extending over a four-term period of two years.

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

## 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 1961 should plan to arrive in Ithaca by Friday, September 15, and should be prepared to take part in the orientation program on September 15 and 16. Registration for new students will take place on Monday, September 18.

Former students, including returning second-year students, will commence formal registration on Tuesday, September 19, 1961. 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 .....	\$600.00
College and University General Fee.....	112.50
	<hr/>
	\$712.50

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

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

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

## 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.

Donors are as follows:

1. The Bache and Company Fellowship in Finance awarded to an outstanding Master's degree candidate interested in finance.
2. The Cornell Aeronautical Laboratory Fellowship awarded to a degree candidate at this School with undergraduate training in engineering.
3. The award of Claude C. Harding, Vice President of The Grolier Society, with no stipulated field of interest.
4. The S. C. Johnson and Son Incorporated Fellowships in Market Research for study in marketing research.
5. The awards of the Charles C. Merrill Trust which are made available at the discretion of the School.
6. The Alfred P. Sloan Foundation Incorporated Fellowships and Scholarships for study in hospital administration.

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

Applications for scholarships and fellowships by prospective Master's 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 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 Financial Aids, 147 Edmund Ezra 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 \$1,425. Under provisions of the National Defense Loan Program, students at this School may be eligible for loans ranging



up to \$1,000. 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.

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 in need of loan assistance should consult with the Assistant Dean or the Administrative Aide to the Dean of this School. If funds from Business and Public Administration, Inc., are not available, the student should discuss his problem with the staff of the Office of Financial Aids, 147 Edmund Ezra Day Hall.

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 from this foundation should be discussed with the Director of the Sloan Institute of Hospital Administration.

## 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 Edmund Ezra 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, room, and laundry in the dormitories is \$495 a term. Books, instruments, and other supplies will cost between \$30 and \$75 a term. Additional allowance must be made for clothing, travel, and incidentals. Experience indicates that total costs, including tuition, generally range between \$2400 and \$2600 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

### SINGLE MEN

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

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

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

Single male students are encouraged to apply for quarters in Boldt Hall or Boldt Tower, and every attempt will be made to house all students of the School who apply for space in these living halls. However, applications will be processed on a first-come, first-served basis. Any overflow of late applicants will be housed, insofar as limited space permits, in one of the Baker residential units adjacent to Boldt Hall.

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

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

### SINGLE WOMEN

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

### MARRIED STUDENTS

The University maintains two housing units for married students. These units contain one- and two-bedroom unfurnished apartments. Application forms and

more detailed information may be obtained by writing the Department of Residential Halls.

### **DINING ARRANGEMENTS**

Men and women students may obtain meals in the union building, Willard Straight Hall, in cafeterias operated by the Colleges of Home Economics and Agriculture, or in 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.

### **HEALTH SERVICES AND MEDICAL CARE\***

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

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

### **THE CLINIC AND THE INFIRMARY**

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

### **COSTS**

The College and University General Fee covers treatment at the Clinic and medical and emergency surgical care at the Infirmary. Hospitalization in the Infirmary for a maximum of two weeks each term is included. If hospitalization extends beyond fourteen days, students will be charged on a per diem basis. Emergency surgical care is defined as initial surgical procedure which, in the opinion of the Clinical Director, is necessary for the immediate welfare and safety of the patient. The Fee does not include surgery for the correction of chronic remediable defects or obstetrical care. Emergency house calls to student residences are charged at \$3 for a day call and \$5 for a night call. (In providing these services the University reserves the right to bill the student's employer or

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\* For health requirements on entrance, see the pertinent section above.



other third party legally responsible for providing hospitalization and medical care and to be subrogated to the student's right against these parties for the cost of these services when such liability exists.)

On a voluntary basis, insurance is available to supplement the services provided by the health fee. Information about such insurance may be obtained at the Gannett Medical Clinic.

If a student prefers to consult a private physician rather than go to the Clinic or to have the services of a private doctor while a patient in the Infirmary, he must bear the cost of these services.

## 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 Foreign 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 Foreign 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 carefully organized 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 winter for the purpose of aiding its students in planning their career objectives. It is timed to just precede the placement interviewing period. Panel sessions in various major business, industry, and governmental categories are staffed by the School's own alumni of two or more years' standing.

## **TESTING AND SERVICE BUREAU AND VOCATIONAL GUIDANCE**

The University Testing and Service Bureau has been authorized to carry on the following activities of interest to students: (1) the administration of scholastic and aptitude tests to individual students at the request of a member of the faculty or an administrative officer of the University; and (2) the administration of special achievement tests to groups of students when requested by a faculty member or an administrative officer of the University.

Students of this School who are interested in utilizing the services of the Bureau for vocational or other testing purposes should consult first with the Administrative Aide to the Dean of the Graduate School of Business and Public Administration.

Remedial reading services are available in the College Reading and Study Skills Center, and interested students should consult with the Administrative Aide to the Dean of this School. Graduate students should keep in mind that

these services are normally available to them only during the spring term, as the services are limited to freshmen during the fall term.

## MOTOR VEHICLES\*

The University does not encourage student use of automobiles but recognizes that in certain cases there may be important reasons why a student needs an automobile. Every student who owns, maintains, or for his or her own benefit operates a motor vehicle in Tompkins County, during the time the University is in session, must register such vehicle with the Safety Division Office, even though such vehicle may be also registered by faculty, officers, or employees. Freshmen are not permitted to own, maintain, or operate motor vehicles in Tompkins County. All students must register motor vehicles within the prescribed time for University registration at the beginning of the fall term, except that students who are not then subject to this rule but later become subject to it, shall register such vehicles within 48 hours after becoming so subject. (Students entering the University for the spring semester or re-entering after a period of absence must register motor vehicles with the Safety Division at the time or within the time for general registration.) Every student who has a motor vehicle must comply with the following requirement: (1) the student must be legally qualified to operate a motor vehicle in New York State; (2) the vehicle must be registered in New York State or legally qualified to be operated on the highways of New York State; (3) the vehicle must be effectively insured against public liability for personal injury and property damage for the minimum of \$10,000-\$20,000-\$5,000, for the duration of such registration and while the vehicle is under the control of the registering student; (4) the registration fee covering the fall and spring terms, or any part thereof, shall be \$4 and will be due and payable in the Treasurer's Office on the same date as tuition and other fees; in the case of late registrants, the fee will be due within a week after such registration. A fine of \$10 is levied if the vehicle is not registered within the specified time.

No student may park his or her motor vehicle on campus from 8 a.m. to 5 p.m. Monday through Friday, or from 8 a.m. to 1 p.m. Saturdays. Restrictions applying to "no parking" zones, dormitory parking areas, and areas listed as restricted for holders of F-1 and F-2 permits, are in effect 24 hours a day.

Special area parking permits are issued only after careful consideration by the Office of the Safety Division. Extenuating circumstances (physical disabilities, etc.) are the basis for the issuance of these permits.

Correspondence regarding motor vehicles should be addressed to the Safety Division, 101 Day Hall.

## SERVICES TO ALUMNI

The Business and Public Administration Alumni Association is instrumental in maintaining liaison between faculty, current students, and some 900 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

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\* Including motorcycles, motor bikes, and motor scooters.

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 circularized each year by the School's Assistant Dean as to their employment preferences. The information obtained enables the School faculty, the Assistant Dean, and the University's Director of Placement to handle to the best advantage of all concerned an increasing number of requests from industry for alumni of the School who have various specialized or general qualifications.

Moreover, interested alumni of the School may utilize the complete alumni placement services of the Director of Placement of the University, who maintains an office both in Day Hall in Ithaca and in the Cornell Club of New York City (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 semimonthly 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 class-work, a great deal more is acquired through participation in the organized undertakings of the student body. Designed to serve serious purposes and needs of the School, the student program outlined here, which is almost entirely managed by the students themselves, represents an increasingly significant aspect of life and study in the Cornell Graduate School of Business and Public Administration.

## THE STUDENT ASSOCIATION

The Student Association is the student government organization of the Graduate School of Business and Public Administration. Its general goals are to co-ordinate 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.

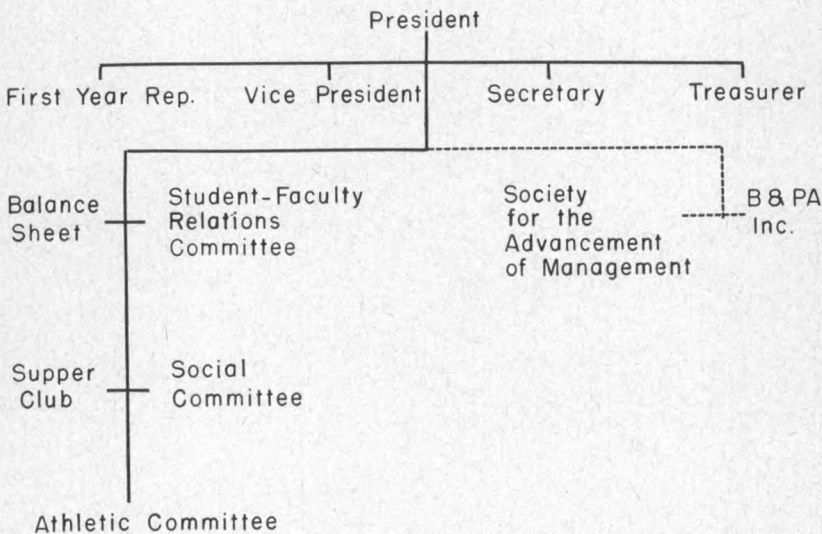
## SUPPER CLUB

More formal are the meetings of the Supper Club of the Student Association, which takes advantage of the presence of numerous prominent representatives



of business and government when they visit Cornell. The initial meeting of the Club is held early in the academic year, so that if a student has not met some of his fellow students or faculty members, he may do so here. Some of the after-dinner speakers have been Deane W. Malott, President of the University; C. Stewart Sheppard, Dean of the School; James A. McConnell, 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, Chairman, U.S. Civil Service Commission; Joseph M. Bell, Jr., President, New York State Electric and Gas Corporation; and Miss Frances Perkins, former Secretary of Labor.

### EXECUTIVE COUNCIL OF THE STUDENT ASSOCIATION Organization Chart



### THE BALANCE SHEET

The *Balance Sheet* 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 AND OTHER ACTIVITIES

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.

There are many other activities in which the students, as an organized group, participate directly and indirectly. With the cooperation of the Dean's Office, the Administrative Aide to the Dean, and the faculty, the Student Association acts in an advisory and planning capacity in many matters of concern to the School.

#### 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.

#### CORNELL CAMPUS ACTIVITIES

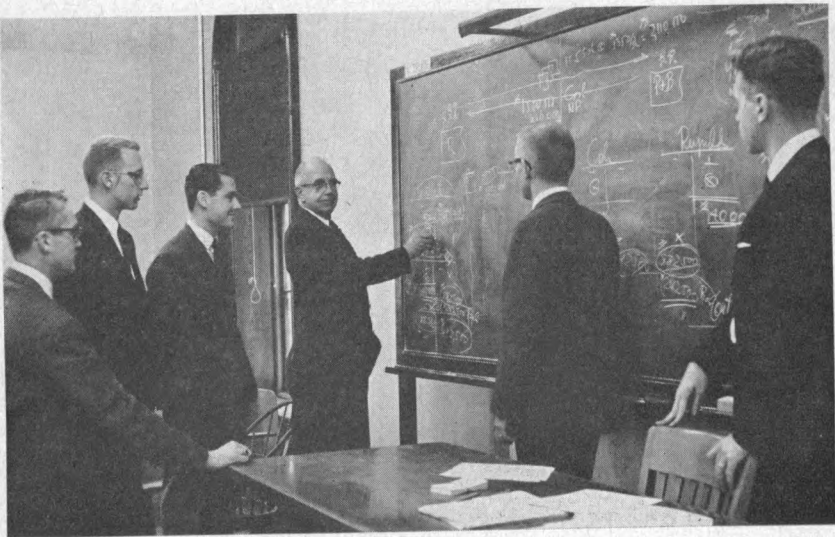
Cornell has all the varied social and cultural opportunities of a large university and adequate facilities for realizing them. At the University's student union building, Willard Straight Hall, are lounges, a browsing library, a music room, and several dining rooms; dances and other social gatherings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

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

For further information on Cornell student activities, see the *Announcement of General Information*, which may be obtained from the Visitor Information

Center, Edmund Ezra Day Hall, or by writing to Cornell University Announcements, Ithaca, New York.

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



*A point is clarified following a class in finance.*

# THE STUDENT BODY

## AMERICAN INSTITUTIONS OF HIGHER LEARNING REPRESENTED IN 1960-1961

Adelphi College	Middlebury College
Alfred University	University of Minnesota
Allegheny College	University of New Hampshire
Amherst College	New York University
Bowdoin College	Northeastern University
University of Bridgeport	Northwestern University
Brigham Young University	Norwich University
Brown University	University of Notre Dame
University of Buffalo	University of Pennsylvania
Canisius College	The Pennsylvania State University
City College of the City of New York	University of Pittsburgh
Colby College	Princeton University
Colgate University	Purdue University
University of Colorado	Regis College
Cornell University	Rensselaer Polytechnic Institute
Dartmouth College	University of Rhode Island
Denison University	Ricker College
DePauw University	University of Rochester
Dickinson College	Rutgers University
Emory University	St. Lawrence University
Guilford College	San Francisco State College
Hamilton College	University of Santa Clara
Harvard University	Seton Hall College
Hobart College	Springfield College
Hofstra College	Stanford University
Holy Cross, College of the	Syracuse University
Iowa Wesleyan College	Trinity College
Ithaca College	U.S. Naval Academy
Johns Hopkins University	University of Utah
Kenyon College	University of Virginia
Lehigh University	Washington & Lee University
LeMoyne College	Wayne State University
Miami University	Westminster College
Michigan State University	Yale University
University of Michigan	

## FOREIGN INSTITUTIONS OF HIGHER LEARNING REPRESENTED IN 1960-1961

University College of Addis Ababa	University of Bombay
Ankara University	University of Buenos Aires
Ateneo de Manila	Catholic University of "Andres Bello"
University of Bologna	(Venezuela)



Chulalongkorn University  
Commercial College (Norway)  
Delhi University  
Ecole Superieure de Commerce (France)  
Ecole Superieure des Sciences Economiques  
et Commerciales (France)  
Government College (India)  
Gujarat University (India)  
Hautes Etudes Commerciales (France)  
Hebrew University (Israel)  
Hiroshima University  
Inter-American University (Puerto Rico)  
Keio University  
Kishinchand Chellaram College

L'Ecole de Commerce (France)  
Loyola Law School  
Lucknow University (India)  
University of Manchester  
University of Munich  
National Taiwan University  
Oxford University  
University of the Philippines  
St. Andrews University  
Travancore University (India)  
University of Tokyo  
University of Witwatersrand  
Yen Ching University



*Participants in the Executive Development Program in a group session following section meetings.*

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