

CORNELL UNIVERSITY  
OFFICIAL PUBLICATION

---

*Graduate School of Business  
and Public Administration*

1955-56



# *Contents*

The Academic Calendar	Inside front cover
Faculty and Staff	5
Advisory Council	6
The Graduate School of Business and Public Administration	7
Aim and Philosophy	7
The Faculty	8
Methods of Instruction	10
Facilities	10
Library and Research Resources	11
Degree Programs	12
Toward a Master's Degree	12
The Master's Degree with Distinction	12
Special Master's Degree Programs	13
The Doctor of Philosophy Degree	15
Special Training Programs for Industry and Government	21
The Executive Development Program	21
Other Special Training Programs	22
The Student Program	24
The Student Association	24
Cornell Campus Activities	26
Student and Alumni Services	28
Director of Student Affairs	28
Student Counseling	28
Health Services and Medical Care	29
Housing	30
Financial Aids	31
Placement Services	33
Alumni Services	34
Entrance Procedures	36
Admission Requirements	36
Registration	40
Tuition and Fees	41
Veterans' Benefits	41
Living Costs	41
Health Requirements on Entrance	41
Course Programs	43
Core Courses	43
Concentrations	44
Exemptions and Substitutions	45

*ter scene from McGraw Hall,  
 ing down the slope toward  
 the men's residential halls.*

Concentrations . . . . .	50
Accounting . . . . .	50
Agricultural Management . . . . .	51
Business Management . . . . .	52
City Management . . . . .	53
Federal Administration . . . . .	54
Finance . . . . .	54
International Administration . . . . .	55
Marketing . . . . .	55
Personnel Relations . . . . .	56
Public Finance Administration . . . . .	57
Transportation . . . . .	58
Special . . . . .	58
Description of Courses . . . . .	60
Accounting . . . . .	60
Administrative Process . . . . .	61
Economic and Business History . . . . .	64
Economics and Policy . . . . .	65
Finance . . . . .	66
Law . . . . .	67
Marketing . . . . .	68
Personnel and Human Relations . . . . .	69
Production . . . . .	70
Special Studies and Research . . . . .	71
Statistics . . . . .	72
Transportation . . . . .	72
Numerical Index of Courses . . . . .	73
The Student Body . . . . .	76
Candidates for the Ph.D. Degree . . . . .	76
Candidates for the Master's Degree, 1955 . . . . .	76
Candidates for the Master's Degree, 1956 . . . . .	78
Candidates for the Master's Degree, 1957 . . . . .	80
Participants in the Executive Development Program, 1954 . . . . .	80



# *Faculty and Staff*

- Deane W. Malott, A.B., M.B.A., LL.D., *President of the University*  
Edward H. Litchfield, Ph.D., *Professor of Administration and Dean of the School*  
Richard L. Brummet, M.S., C.P.A. (Kan.), *Assistant Professor of Accounting*  
Helen G. Canoyer, Ph.D., *Professor of Marketing and Dean, College of Home Economics*  
John J. Corson, Ph.D., *Visiting Professor of Administration and Director of Executive Development*  
Ernest Dale, Ph.D., *Associate Professor of Business Administration*  
Melvin G. de Chazeau, Ph.D., *Professor of Business Economics and Policy*  
Archie T. Dotson, Ph.D., *Assistant Professor of Government, College of Arts and Sciences and Graduate School of Business and Public Administration*  
Donald English, M.B.A., *Professor of Accounting, Emeritus*  
Frank F. Gilmore, S.M., *Professor of Production Administration*  
Albert M. Hillhouse, J.D., Ph.D., *Professor of Public Administration*  
Robert S. Holmes, LL.B., Ph.D., *Associate Professor of Accounting*  
John G. B. Hutchins, Ph.D., *Professor of Business History and Transportation*  
Edward A. Lutz, Ph.D., *Professor of Public Administration, College of Agriculture and Graduate School of Business and Public Administration*  
Arthur E. Nilsson, M.B.A., Ph.D., *Professor of Finance*  
Robert S. Pasley, LL.B., *Associate Professor of Law, Law School and Graduate School of Business and Public Administration*  
Alan C. Rankin, M.A., *Assistant Professor of Administration and Director of Student Affairs*  
John M. Rathmell, M.B.A., Ph.D., *Assistant Professor of Marketing*  
John W. Reys, M.R.P., *Associate Professor of City and Regional Planning, College of Architecture and Graduate School of Business and Public Administration*  
William H. Shannon, M.B.A., LL.B., C.P.A. (Kan.), *Professor of Accounting*  
David A. Thomas, M.B.A., C.P.A. (Tex.), *Assistant Professor of Accounting*  
James D. Thompson, Ph.D., *Assistant Professor of Administration*  
Harold H. Thurlby, M.B.A., *Professor of Business Policy and Director of Special Programs*  
Paul P. Van Riper, Ph.D., *Associate Professor of Administration and Secretary to the Faculty*  
Paul Wasserman, M.S. (Econ.), M.S. in L.S., *Assistant Professor of Bibliography and Librarian*  
Theodore P. Wright, Sc.D., *Professor of Air Transportation and Vice President for Research of the University*

## BUSINESS AND PUBLIC ADMINISTRATION

### LECTURERS

John E. Burton, M.B.A., *Lecturer in Public Administration and Vice President—Business of the University*

Carl H. Chatters, LL.D., *Lecturer in Municipal Administration*

Edward T. McCormick, C.P.A. (Ill.), Ph.D., *Lecturer in Finance*

### STAFF

James M. Patterson, M.B.A., *Administrative Assistant to the Dean*

Valentine F. Ridgway, M.S., *Research Assistant*

Edla L. Beald, B.S., *Administrative Secretary*

## *Advisory Council*

Chester I. Barnard, LL.D., Sc.D., *Chairman of the Board, National Science Foundation; Former President, New Jersey Bell Telephone Company; Former President, The Rockefeller Foundation*

Lucius D. Clay, LL.D., *Chairman of the Board, Continental Can Company, Inc.; General, U.S.A., retired*

Clarence Francis, LL.D., D.C.S., *Former Chairman of the Board, General Foods Corporation*

Luther Gulick, Ph.D., Litt.D., LL.D., *Administrator, City of New York; President, Institute of Public Administration (on leave)*

Pendleton Herring, Ph.D., *President, Social Science Research Council*

Elmer L. Lindseth, Sc.D., D.Eng., *President, The Cleveland Electric Illuminating Company*

James A. McConnell, B.S., *Administrator, Commodities Stabilization Service, Department of Agriculture; Executive Vice President, Co-operative Grange League Federation Exchange, Inc. (on leave)*

# *The Graduate School of Business and Public Administration*

## AIM AND PHILOSOPHY

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

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

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

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

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

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

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

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

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

## THE FACULTY

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

with business organizations and public agencies serves to underline the relevance of the curriculum to the realities of the administrative world.

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

In particular, the establishment of an annual series of "Lectures in Administration" has been aimed at presenting different aspects of large-scale administration in business, government, and other fields to students, faculty, and members of the community. The first series, given during 1953-54, included such leaders from the business world as Victor Emanuel, President, Avco Manufacturing Corporation; Eugene Holman, President, Standard Oil Company of New Jersey; and Edward T. McCormick, President, American Stock Exchange; together with such representatives of the governmental and other realms as Robert Moses, Chairman, New York State Power Authority; Dr. Hubertus J. van Mook; Director of the Public Administration Division, United Nations Technical Assistance Administration and former Governor General of the Dutch East Indies; Charles P. Taft, Chairman of the Ethics and Economics of Society Study Committee of the Federal Council of Churches; John J. Corson, Director of the Washington office of McKinsey and Company and former Director of the United States Employment Service and Deputy Director of UNRRA; and Ralph J. Bunche, Under Secretary General, the United Nations.

The 1954-55 series of "Lectures in Administration" includes Otto L. Nelson, Jr., retired Army major general who is Vice President in charge of housing for the New York Life Insurance Company; Lawrence A. Appley, President, American Management Association; Arthur F. Burns, Chairman, President's Council of Economic Advisers; James P. Mitchell, Secretary of Labor; P. M. Shoemaker, President, Delaware, Lackawanna and Western Railroad Company and Chairman, Transportation Committee, Hoover Commission on Organization of the Executive Branch of the Government; Luther Gulick, Administrator, New York City; and Gordon Dean, former Chairman, Atomic Energy Commission.

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

Trundle Engineering Company; Dr. Ellis Johnson, Director, Operations Research Office, Johns Hopkins University; D. J. Prouty, Assistant Vice President in charge of public relations, Scott Paper Company; and A. H. Clem, President, Chemical Specialties Division, Pennsylvania Salt Manufacturing Company. For additional representatives of industry and government who have participated as lecturers or faculty members in the School's Executive Development Program or in the Annual Management Conference of the Student Association, see the sections of this Announcement entitled "Special Training Programs for Industry and Government" and "The Student Program."

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

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

## METHODS OF INSTRUCTION

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

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

## FACILITIES

The School is housed in the north wing of McGraw Hall on Cornell's lower campus, overlooking Cayuga Lake in the celebrated Finger Lakes region of New York. With but few exceptions, classes are held in McGraw Hall, which also contains the administrative offices of the School, the Business and Public Administration Library, faculty offices, a student and faculty lounge and snack bar, and the B. & P. A. Student Association offices. This physical unity in all activities of the School fosters, in turn, that close association among students and faculty which is so desirable in graduate academic and professional training.

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

## LIBRARY AND RESEARCH RESOURCES

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

The library receives regularly and maintains files of appropriate periodicals, journals, financial services, government publications, advisory services, and selected house organs. It provides, as well, pertinent documentary material from the different levels of government. One highlight of the collection is the file of reports of the principal American corporations.

To familiarize the student with the working bibliographic and research tools in business and public administration, all first-year students receive special instruction in "Information Sources in Administration." Second-year students may receive instruction in "Research in Business and Public Administration." A reference collection is maintained and staffed in the library in order to provide direct assistance to students in the solution of academic and research problems. Provision is also made for the library guidance of students in the preparation of reports and independent research. Detailed bibliographic assistance is provided for doctoral candidates.

In addition, the Business and Public Administration Library is strongly supported by the main University Library and the other departmental libraries, notably that of the School of Industrial and Labor Relations, all of which are accessible to students of this School. The government documents collection of the University Library is one of the largest in the country. Altogether the library holdings of the University total more than 1,500,000 volumes, making Cornell one of the major library research centers in the United States.



# Degree Programs

## TOWARD A MASTER'S DEGREE

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

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

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

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

## THE MASTER'S DEGREE WITH DISTINCTION

The School confers the M.B.A. and M.P.A. degrees with distinction upon a limited number of students. The attainment of the degree "with distinction" indicates not only excellence in course work but also a



broad knowledge of both business and public administration in general and an ability to integrate effectively the materials of separate courses.

To become a candidate for the degree with distinction a student must have at the beginning of his fourth term: (1) a scholastic average in his approved courses of 85 or better; and (2) the approval of the faculty.

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

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

## SPECIAL MASTER'S DEGREE PROGRAMS

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

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

As a matter of general policy, this School welcomes the development of cooperative programs under which qualified students can utilize the resources of this School in combination with those of other Cornell schools and colleges. In some cases the number of students interested in and qualified for certain types of special graduate programs has been such that systematic arrangements have been made to take care of the needs of these students. Such arrangements as had been completed by early 1955 are outlined briefly below. Individual students are not, however, limited to these possibilities. For more details see the sections on "Course Programs" and "Concentrations."

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

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

*CIVIL ENGINEERING . . .* Subject to the approval of the faculties of this School and the School of Civil Engineering, combined concentrations involving, for example, utility management and regulation, may be developed. Such a combined concentration might lead toward either the M.B.A. or the M.P.A. degree.

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

*LAW . . .* Students who meet the admission requirements of both the Graduate School of Business and Public Administration and the Cornell Law School will find it possible to secure the degrees of M.B.A. or M.P.A. and LL.B. in four years instead of the five years which would be required if each program were taken separately. There are substantial advantages for students pursuing this combined program. 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 valuable.

*OTHER POSSIBILITIES . . .* The programs mentioned above do not by any means exhaust the rich mine of possibilities available to the qualified student. Cornell University at Ithaca includes not only this School but also the Law School, the College of Engineering, the College of Architecture, the College of Agriculture, the College of Home

Economics, the School of Industrial and Labor Relations, the School of Hotel Administration, the College of Arts and Sciences, the School of Education, a Far Eastern Studies program, the Veterinary College, the School of Nutrition, and the Graduate School. Students who wish to consider undertaking combined programs of any sort must, of course, have the necessary qualifications and must, in general, expect to meet the prerequisite requirements of both this School and any other school or college in which they desire to take work. Such students should also plan their entrance into any combined program sufficiently far in advance not only so that they are qualified but also so that adequate arrangements, where required, can be made with the faculties of the schools involved. Copies of the Announcements of other Cornell divisions can be obtained from Cornell University Official Publication, Edmund Ezra Day Hall, Ithaca, N.Y.

## THE DOCTOR OF PHILOSOPHY DEGREE

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

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

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

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

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

*MAJOR AND MINOR SUBJECTS . . .* The list of major and minor subjects available to the doctoral student in the general field of Business and Public Administration was revised during the fall of 1954, and the following paragraphs should be considered as constituting a revision of the description of "approved major and minor subjects" for the field as outlined on pp. 43-44 of the *Announcement of the Graduate School* (1954-55 and 1955-56).

Candidates for the Ph.D. degree proposing to major in 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 is outlined briefly below.

#### THE ADMINISTRATIVE PROCESS

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

## FINANCE AND ACCOUNTING

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

## SUPPLY, PRODUCTION, AND DISTRIBUTION

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

## MANAGERIAL ECONOMICS AND POLITICS

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

## MINOR SUBJECTS

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

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

## EXAMINATIONS AND THESIS

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

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

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

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

Admission to the doctoral program in Business and Public Administration does, however, generally presuppose academic work in administration or related fields at the Master's level. Ordinarily the candidate is expected to have a Master's degree, but this is not an absolute requirement. The program is planned not only for students who have done their



previous professional or other appropriate graduate work at Cornell, but also for students who have done appropriate graduate work in other institutions.

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

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

*RESIDENCE CREDIT FOR M.B.A. AND M.P.A. WORK . . .* If students contemplating an M.B.A. or M.P.A. degree at Cornell prior to undertaking work at the Ph.D. level at Cornell wish to obtain maximum residence credit for their professional Master's work, they should carefully note the following requirements. Credit toward fulfillment of the residence requirements for the Doctor of Philosophy degree may be

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

*FINANCIAL AID FOR PH.D. CANDIDATES* . . . Several substantial fellowships and scholarships are made available each year specifically for candidates for the Ph.D. degree in Business and Public Administration. Such students may also apply for fellowships and scholarships open to candidates in all fields. Applications may be obtained by writing the Office of the Graduate School and should be filed not later than February 22. In addition, a limited number of qualified candidates receive financial assistance by serving as research or teaching assistants to members of the faculty of this School. Applications for such positions should be directed to this School.

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



# *Special Training Programs for Industry and Government*

## THE EXECUTIVE DEVELOPMENT PROGRAM

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

Sessions of the Executive Development Program are held at Cornell for a six-week period during the summer recess. In keeping with the School's philosophy of small groups, with maximum individual participation, each session is limited to no more than twenty-five persons, who are housed, fed, and instructed together in an Executive Development Center established on the Cornell University campus. The total cost for tuition, board, and lodging is \$1,200.

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

In the Executive Development Program during the summer of 1954 the faculty, with their subjects of instruction, were Earl Brooks, Professor of Industrial Relations, School of Industrial and Labor Relations, Cornell University (Personnel Administration); George Bricker, Director of Management Development, Celanese Corporation of America (Personnel Administration); Ewan Clague, Director, U.S. Bureau of Labor

Statistics; John J. Corson, Director of the Executive Development Program and Manager, Washington Office, McKinsey and Company (Organization, Direction, and Delegation); Melvin G. de Chazeau, Professor of Business Economics, Cornell University (Economic Trends and Policy Problems); G. D. Denebrink, Vice-President, C. H. Masland and Sons (Sales Management); Leonard Emmerglick, Special Assistant to the U.S. Attorney General (Business-Government Relations); Ray Fisher, Economist, Continental Can Company (Business Economics); Carl J. Friedrich, Professor of Government, Harvard University (Political Trends and Administrative Problems in the Mixed Economy); Russell Greenman, Industrial Relations, General Cable Corporation (Labor Negotiations); James R. Hawkinson, Professor of Sales Management, Northwestern University (Sales Management); Edward H. Litchfield, Dean of the Graduate School of Business and Public Administration, Cornell University (The Psychology of Management); Gerald Lynch, Director of Government Relations, Ford Motor Company (Business-Government Relations); Marc Perlman, Associate Professor, School of Industrial and Labor Relations, Cornell University (Labor Organization); Joseph Pois, Vice-President and Treasurer, Signode Steel Strapping Company (Financial Management in Business and Government); General Clinton Robinson, President, The Carborundum Company (Executive Control); Thomas Robertson, Public Relations Director, Eastman Kodak (Public Relations); John Scanlon, Treasurer, American Telephone and Telegraph Corporation (Corporation Finance); Erwin T. Schell, Professor of Administration, Massachusetts Institute of Technology (Problems in Policy Formulation); Charles P. Stauffacher, Control Officer, Continental Can Company (Financial Control); Harold H. Thurlby, Professor of Business Policy, Cornell University (Policy Formulation and Coordination); Fletcher Waller, Vice-President, Bigelow-Sanford Company (Communication); Alfred N. Watson, Vice-President, Wesleyan University (Operations Research).

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

## OTHER SPECIAL TRAINING PROGRAMS

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

Among the programs of this nature in the recent past have been clinics on financial management for the Northeastern Lumbermen's Association, a survey of American state and local public administration

for a group of Indonesian civil officials, a special course in American business methods for two groups of French industrial managers, and an orientation in trends in American business administration for a group of Norwegian industrialists. In addition, many of the faculty of the School have, as individuals, served as advisers to a number of industrial concerns and governmental agencies in the development of administrative training programs within those organizations.

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

# *The Student Program*

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

## THE STUDENT ASSOCIATION

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

Traditionally, Cornell has stressed individual initiative and responsibility. Through the Student Association individuals may find rewarding professional training and experiences in group and School extracurricular activities. This opportunity has been facilitated by the School's relatively small size of about 200 students and by the accessibility and active co-operation of the faculty.

*ORIENTATION . . .* A student's first contact with the Student Association normally begins even before registration day. Once a student has been admitted to the School, he may expect to hear from the Association sometime during the summer. During the first weeks of the fall term, the Association assists in arranging several events to acquaint students with the School, other students, and the faculty. The activities include lectures, a smoker, a picnic, and other social get-togethers. The social committee sponsors many similar meetings, both friendly and instructive, throughout the remainder of the year. The faculty-student spring picnic and baseball game is a special highlight of the social year.

*THE LOUNGE . . .* Before the completion of the orientation program, most students find their way into the student lounge, for it is the favorite spot for discussions or just plain relaxation. Here is the place to read current magazines, discuss problems with other students, pick up a cup of

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

**SUPPER CLUB . . .** More formal are the meetings of the Supper Club of the Student Association, which takes advantage of the presence of numerous prominent representatives of business and government when they visit Cornell. The initial meeting of the Club is held early in the academic year, so that if a student has not met some of his fellow students or faculty members, he may do so here. Some of the after-dinner speakers have been Deane W. Malott, President of Cornell University; Milton Mandell of the U.S. Civil Service Commission; Eugene Zuckert, Commissioner, Atomic Energy Commission; Lyndon O. Brown, Vice President, Dancer, Fitzgerald and Sample; and John E. Burton, Vice President-Business of Cornell University and former Chairman of the New York State Power Authority.

**THE BALANCE SHEET . . .** The *Balance Sheet* is a "newspaper" published regularly by the Student Association to inform all students of the activities within the School.

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

Scheduled for two days in the spring of the year in Cornell's new Statler Hall, the conference has attracted leaders in government, business, and education to discuss selected current problems. The sixth annual conference, the subject of which was "The Problems of the United States as the World Trade Leader", was addressed by Willard L. Thorp, former Assistant Secretary of State for Economic Affairs and now Professor of Economics at Amherst College; H. Harold Whitman, Vice President, Overseas Division, National City Bank of New York; Noah M. Mason, member of Congress from the 15th Congressional District, Illinois; and Solomon Barkin, Director of Research, Textile Workers Union of America, CIO. Panel discussions of the topic were conducted, and a banquet was held at which Richard L. Bowditch, President of the United States Chamber of Commerce, was the speaker.

Since the inception of the conference in 1949, the students have obtained such prominent speakers as Lowell Mason, Robert Ramspeck, and Howard Piquet from government; Edward McCormick, William Zeckendorf, and Fleur Cowles from business; and Joseph Shister, Fedele Fauri, and Carroll Daugherty from education.

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

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

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

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

## CORNELL CAMPUS ACTIVITIES

Cornell has all the varied social and cultural opportunities of a large university and adequate facilities for realizing them. At the University's student union building, Willard Straight Hall, are lounges, a browsing library, a music room, and several dining rooms; dances and other social

gatherings are held in this building. The Bailey Hall concerts, the movies and plays at the University Theater, the public lectures sponsored by the University, the international student group programs, and the activities of the various campus religious bodies will add to the richness and enjoyment of a student's year 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.

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

**CONCLUSION** . . . Naturally, not every student can participate in all of the nonclassroom activities described here. But the success of these activities depends upon student interest and participation. They are directed and managed by students. They are not "administered." There is no set pattern of functions to which the Student Association must adapt itself. Each class determines for itself what it would most prefer to undertake and emphasize. The student activities provide a stimulating experience and a valuable exercise of the professional talents which it is the function of the School to develop.

## *Student and Alumni Services*

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

Moreover, the School seeks to insure that the individual student is provided with whatever personal assistance and attention are needed to facilitate his studies, complete his educational objectives, assist in his placement, and contribute to his continued growth and development after he has left the School.

### DIRECTOR OF STUDENT AFFAIRS

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

### STUDENT COUNSELING

The counseling of students is a responsibility of all faculty members of the School and of the Director of Student Affairs in particular.

*ORIENTATION* . . . The faculty of the School believes that the educational philosophy and objectives of the School, the methods employed in furthering its educational programs, and the academic and extracurricular opportunities afforded by the School and the University should be understood clearly by entering students. To accomplish this, an orientation period, arranged by the faculty with student assistance, is conducted immediately before the registration period in the fall semester. In addition to an address by the Dean on the educational philosophy and academic offerings of the School, the new student is afforded an opportunity to become acquainted with the student program, registration procedures, the Cornell campus, and his fellow students and faculty members. Several social events are a part of the orientation period. New students are expected to be present and participate in the orientation program.



*ACADEMIC COUNSELING* . . . Each student is assigned according to his professional plans to a faculty adviser for academic counseling. Advisory relationships are, however, informal, and students are free to consult with all members of the faculty not only on matters pertinent to their education and future plans, but also on personal matters. In addition, the University's Dean of Men and Dean of Women and their staffs may be consulted by students regarding their nonacademic problems.

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

## HEALTH SERVICES AND MEDICAL CARE

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

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

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

*THE COLLEGE AND UNIVERSITY GENERAL FEE* covers treatment at the University Clinic and medical and emergency surgical care at the Infirmary. Hospitalization in the Infirmary for a maximum of two weeks each term is included. If hospitalization extends beyond fourteen

days, students will be charged on a per diem basis. Emergency surgical care is defined as initial surgical procedure which, in the opinion of the Clinical Director, is necessary for the immediate welfare and safety of the patient. The fee does not include surgery for the correction of chronic remediable defects or obstetrical care. Emergency house calls to student residences are charged at a rate of \$3 for a day call and \$5 for a night call. (In providing these services the University reserves the right to bill the student's employer or other third party legally responsible for providing hospitalization and medical care and to be subrogated to the student's right against these parties for the cost of these services when such liability exists.)

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

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

## HOUSING

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

### THE B. & P. A. RESIDENTIAL HALLS

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

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

Single, double, and triple accommodations are available at costs varying from \$248 to \$355 for the year for the school year of 1954-55—costs

which are not expected to vary appreciably for the school year of 1955-56. This averages from \$7 to \$10 a week, with the charges including the usual furnishings, heat, light, linen, and reasonable service. Adequate telephone service is available, and a lounge has been provided. Dining facilities are available both on the campus and in adjacent areas of the city of Ithaca.

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

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

#### OTHER HOUSING FOR SINGLE MEN

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

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

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

#### FINANCIAL AIDS

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

## AWARDS TO MASTER'S CANDIDATES

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

In addition, the University has made available funds for a number of tuition scholarships. Grants from these funds are also made on the basis of financial need and academic promise and may be substantial when warranted in individual cases. These grants will normally be made in the form of allowances against tuition, except when the amount of the grant may exceed tuition.

Applications for scholarships and fellowships by prospective M.B.A. or M.P.A. candidates must be filed not later than March 1 for the fall term. New applications for the spring term must be filed by January 1. Scholarship awards are generally made for one term of residence, subject to renewal providing academic standards are maintained.

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

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

## AWARDS TO DOCTORAL CANDIDATES

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

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

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

## PLACEMENT SERVICES

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

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

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

*UNIVERSITY TESTING AND SERVICE BUREAU AND THE VOCATIONAL GUIDANCE OFFICE* . . . The University Testing and Service Bureau has been authorized to carry on the following activities of interest to students: (1) the administration of scholastic and aptitude tests to individual students at the request of a member of the faculty or an administrative officer of the University; and (2) the administration of

special achievement tests to groups of students when requested by a faculty member or an administrative officer of the University.

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

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

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

## ALUMNI SERVICES

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

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

*SPECIAL ALUMNI PROGRAMS* . . . At the other end of the educational continuum from the orientation activities of the entering student is a series of special programs designed to keep alumni of the School abreast of significant developments in business and public administration.

One of these programs centers in the annual Alumni Fall Weekend to which all alumni of the School are invited to hear speakers and participate in discussions of some particular aspect of administration of general interest. The subject of the last Alumni Fall Weekend was "Operations Research," concerning which papers were presented by Dr. Ellis Johnson, Director of the Operations Research Office of Johns Hopkins University and the Department of the Army, and Dr. Arthur A. Brown of Arthur D. Little, Inc., management consultants.



# *Entrance Procedures*

## ADMISSION REQUIREMENTS

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

### DOUBLE REGISTRATION—CHANGE IN POLICY

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

The School recognizes, however, that it has some obligation to students now enrolled at Cornell who may have planned their undergraduate programs to take advantage of the time-saving possibilities of double registration as outlined in previous Announcements of this School. Therefore, the School does not plan to end all double-registration activities during the school year immediately ahead. But it does intend appreciably to limit double-registration opportunities during the school year of 1955-56, except for students undertaking combined programs involving this School and the College of Agriculture, the College of Engineering, and the Law School.

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

1. Commencing with the academic year of 1955-56, double registration will no longer be possible for students who have undertaken all of their undergraduate work in institutions other than Cornell.

2. Double registration or similar procedures will continue to be permitted within the foreseeable future for students (a) registered in the five-year programs of the Cornell College of Engineering, and (b) from this and other Cornell schools and colleges—and especially the College of Arts and



Sciences—who are accepted both by this School and by the Cornell Law School for the four-year combined program in administration and law.

3. Double registration or similar procedures will continue to be permitted during the next three years for students registered in the Cornell College of Agriculture as of the academic year of 1954-55 and who may wish to undertake the special combined program in agricultural management.

4. For the fall term of 1955, there will be admitted to the Master's program of the School a limited additional number of well-qualified double registrants from Cornell undergraduate programs, who do not come within any of the above categories.

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

#### DOUBLE REGISTRATION—GENERAL REQUIREMENTS

Students who, considering their vocational interests and their undergraduate program, feel that they may be classified in any of the above special categories are then eligible to be considered for admission to the first year of the professional Master's degree programs of the Graduate School of Business and Public Administration, provided they also (1) have completed at least three years of work in one of the University's undergraduate schools or colleges, (2) have arranged with their undergraduate school or college to accept the first year's work in this School in satisfaction of all remaining requirements for the baccalaureate degree, and (3) have filed the necessary admission papers with the Administrative Secretary of this School.

After admission and his successful completion of the first year of the two-year Master's program of this School and the receipt of his baccalaureate degree, the student then may obtain the Master of Business Administration or Master of Public Administration degree by completing the second year's work in this School.

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

For more detailed procedures applicable to prospective double registrants from particular Cornell schools and colleges—and to students planning to enter the combined program with the Law School—see the section entitled "Course Programs."

## ENTRANCE EXAMINATIONS AND INTERVIEWS

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

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

## EXEMPTIONS AND SUBSTITUTIONS

The Graduate School of Business and Public Administration does not give course credits for undergraduate work done elsewhere. In special cases, however, it does permit students to substitute electives for required courses when the work of the required course has been substantially covered elsewhere. When this is believed to be the case, a student may appeal for specific exemption. He should include in his appeal an official description of the equivalent course taken elsewhere. If exemption is allowed, the student will be permitted to substitute electives approved by his adviser. See also the discussion of exemptions and substitutions in the section entitled "Course Programs."

## PREREQUISITES

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

The School will expect its students to have and to maintain a com-

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

#### ADVANCED STANDING

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

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

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

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

*FOR THE PH.D. DEGREE . . .* See the section of this Announcement entitled “Degree Programs.” Admission requirements and procedures for the Ph.D. degree are handled by and through the office of the Graduate School.

*ADMISSIONS FORMS . . .* Applicants for admission to other than the Ph.D. program may obtain admission application forms from the Administrative Secretary, Graduate School of Business and Public Ad-

ministration, McGraw Hall. The forms should be filled out carefully and returned to the Secretary. Applications for any particular academic year should be filed by June 1 preceding the fall term for which admission is sought. Although the School will receive applications after June 1, most available places may be filled prior to that date. Consequently, applicants should file applications as early as possible.

New students will generally be admitted to the School only once a year—in the term beginning in September. Under exceptional circumstances applications for entrance at midyear will be considered, but it is not possible to guarantee to such students that they will obtain the desired professional degree in less than two and one-half years. This stems from the fact that a number of required courses involve a year's sequence of work which does not commence at midyear.

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

## REGISTRATION

As indicated in the section entitled "Student and Alumni Services," an orientation for new students is conducted during the weekend prior to formal registration in the University and in the Graduate School of Business and Public Administration. New students entering this School in the fall of 1955 should plan to arrive in Ithaca by Friday, September 16, and should be prepared to take part in the orientation program on September 17 and 18.

Formal registration of new students for the fall term of the school year of 1955-56 will commence on Monday, September 19, 1955. Students who have been accepted for admission to the Graduate School of Business and Public Administration should report to Barton Hall on that date for registration in the University. Immediately thereafter, students should report to the office of the Administrative Secretary of this School, Room B-21, in the north end of McGraw Hall, for registration in this School and for preparation of course schedules for the fall term.

Students who are registering at Cornell for the first time must (1) pay a registration fee of \$28, and (2) present a certificate of vaccination to the Administrative Secretary of this School by August 1 (see also that part of this section to follow entitled "Health Requirements on Entrance").

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

## TUITION AND FEES

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

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

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

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

## VETERANS' BENEFITS

All veterans who expect to attend Cornell under the educational benefits provided by Public Laws 16 (Rehabilitation), 346 (G.I. Bill of Rights), and 550 (Korean G.I. Bill of Rights) must complete the necessary enrollment forms in the Treasurer's office in Day Hall at the time they register in the University. All inquiries relating to the use of Veterans Administration educational benefits at Cornell should be addressed to the nearest V.A. Regional Office.

## LIVING COSTS

Living costs cannot be stated with the same degree of certainty as regular University charges, since they depend to a great extent upon the individual's standard of living. Recent estimates indicate that men students spend between \$300 and \$400 a term for room and board. Laundry, done in Ithaca, may require \$30 to \$60 a term. Books, instruments, and other supplies will cost between \$25 and \$60 a term. Additional allowance must be made for clothing, travel, and incidentals.

## HEALTH REQUIREMENTS ON ENTRANCE

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

1. *Vaccination.* Every candidate for admission to the University must submit a satisfactory certificate of vaccination against smallpox by

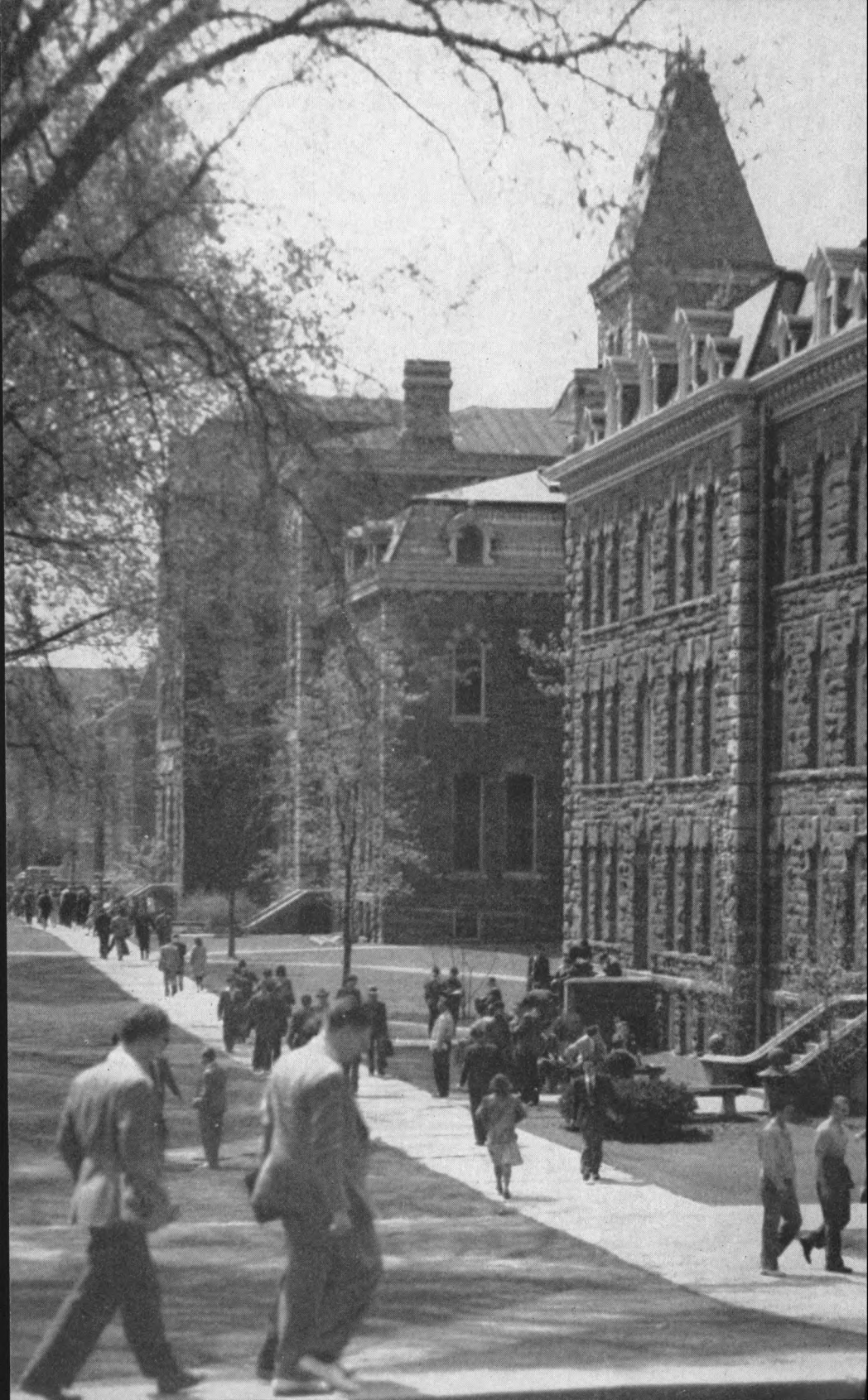
August 1. It will be accepted as satisfactory only if it certifies that within the last five years a successful vaccination has been performed or three unsuccessful vaccination attempts have been made.

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

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

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





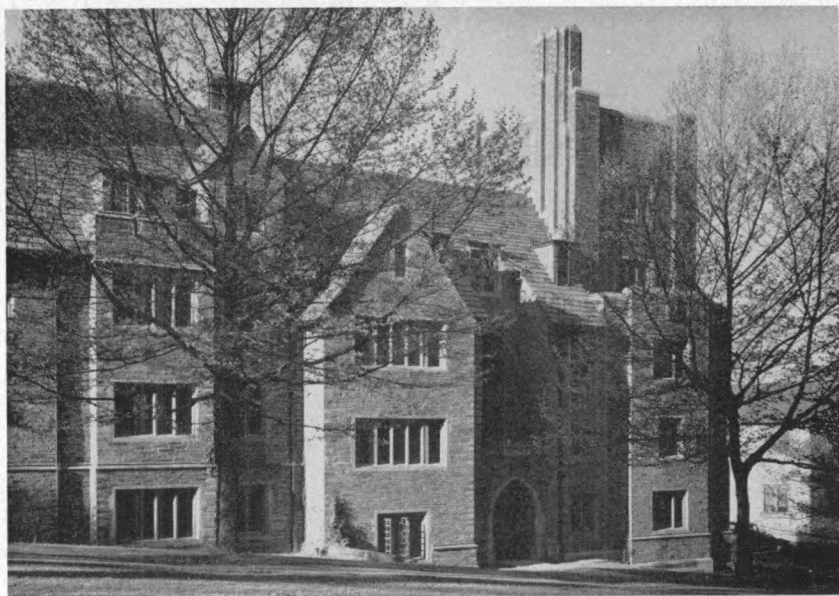




Students analyze radio listening habits.



Discussion in an informal graduate seminar.



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



A corner of the Business and Public Administration Library in McGraw Hall. This library maintains a basic and selective collection of books, pamphlets, periodicals, documents, and reports. Also available to students are the other library holdings of the University, totaling more than 1,500,000 volumes.

# Course Programs

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

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

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

## CORE COURSES

*IN THE FIRST YEAR . . .* The courses making up the common core of work required of all students in the first year are:

	<i>1st Term</i>	<i>2nd Term</i>
020. Information Sources in Administration . . . . .	2	
100. Introduction to Administration . . . . .	3	
101. Personnel Management . . . . .		3
110. Principles of Accounting . . . . .	3	
111. Managerial Accounting . . . . .		3
130. Managerial Economics . . . . .		3
*140. Finance . . . . .		3
†150. Introduction to Business Law . . . . .	3	
160. Marketing (M.B.A. degree only) . . . . .	3	
170. Elements of Production . . . . .		3
Statistics (ILR 510) . . . . .	3	

\*In some cases M.P.A. students may substitute BPA 245.

†May be taken (as may BPA 151, required only of prospective C.P.A.'s) either first or second year, for M.B.A. degree only. M.P.A. students are normally required to take, in place of BPA 150, two terms—six hours—of administrative and/or constitutional law, which may also be taken either first or second year.

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

	<i>1st Term</i>	<i>2nd Term</i>
*150. Introduction to Business Law . . . . .	3	
†204. The Governmental Process . . . . .		3
232. Private Enterprise and Public Policy . . . . .		3

\*Required at this time only if not taken during the first year, for M.B.A. only. M.P.A. candidates who have not fulfilled their law requirement during the first year must also take suitable work in law during their second year.

†Required only of students with no prior work in government, unless, because of special and unusual circumstances, they are exempted by an adviser with the approval of the Dean.



## CONCENTRATIONS

In addition to fulfilling the core course requirements outlined above, each student must complete (normally during his second year) the requirements of a *concentration* plus approved elective hours sufficient to fill out the minimum of 60 semester hours required for graduation. It should be noted that 60 hours is a minimum rather than a maximum requirement; and in some cases students will find that they may be taking more than a total of 60 hours of work in order either to complete their programs or to take advantage of special course offerings in which they are interested. A course load of 18 hours a term is not unusual.

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

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

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

The program is intended for students who aspire to careers in local, state, federal, or international agencies. It may also be designed for

those who plan to work with private enterprise in the management of its relationships with government. Concentrations may be arranged in any one of these areas.

In view of the fact that the public service draws upon many professions, including law, engineering, accounting, public health, public welfare, agriculture, penology, and medicine, it is expected that students will come to the School with varying degrees of preparation and background in government and its administration. Because candidates from all these fields, as well as those with more general training, are encouraged to enroll, a particular effort is made to devise individual programs for each of the students. Since the School's enrollment is intentionally limited, it is possible to provide this specialized attention.

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

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

## EXEMPTIONS AND SUBSTITUTIONS

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

Students who have had a three-hour undergraduate course in statistics may be exempted from the statistics requirement. No exemption from accounting will normally be granted unless the student has completed satisfactorily a minimum of one year's work in principles of accounting in an accredited accounting program elsewhere. Exemptions will be granted from Accounting 110 *only*, except for (1) Cornell students who have already received credit for Accounting 110 and 111; (2) candidates for the M.P.A. degree who, with the approval of their adviser, wish to substitute Accounting 217 (Governmental Accounting) for Accounting 111, and (3) students planning to take the concentration in professional accounting who, with the approval of their adviser, wish to register in advanced accounting courses during their first term in this School. The content of Accounting 111, generally required

of all students in the School, regardless of their prospective concentration or their undergraduate work in accounting, has been especially adapted to the needs of the administrator.

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

In the case of double registrants from the College of Agriculture and the College of Engineering, and in the case of students undertaking the combined program of this School and the Law School, additional special provisions concerning exemptions and other course program matters apply as the result of the development of joint programs by the schools concerned. See the paragraphs immediately below for a summary of these special procedures, the full details of which will be supplied on request by the Administrative Secretary, Graduate School of Business and Public Administration, Room B-21, McGraw Hall.

*FOR STUDENTS IN AGRICULTURAL MANAGEMENT . . .* For the details of the special provisions applying to double registrants from the College of Agriculture and to such other students as wish to undertake the combined program in agricultural management, see the information under the heading of the *agricultural management* concentration as outlined in the next section entitled "Concentrations."

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



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

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

#### *FOR CHEMICAL ENGINEERING DOUBLE REGISTRANTS . . .*

The School of Chemical and Metallurgical Engineering and the Graduate School of Business and Public Administration have also agreed upon a special program similar to that outlined above. Under the provisions of this program, the two schools have agreed that Eng. 5745 (Control of Engineering Processes) will meet the requirement of the Graduate School of Business and Public Administration for course ILR 510 (Statistics) and that Eng. 3253 (Cost Accounting) may be substituted for BPA 110 (Accounting).

If the double registrant from Chemical and Metallurgical Engineering utilizes all of his elective hours of his fourth and fifth years in taking courses in the Graduate School of Business and Public Administration, a total of 18 hours, and adds thereto the allowable six hours of credit for Eng. 5745 and Eng. 3253, he will have completed at the end of his fifth year 24 hours of credit toward the required 60 hours for the M.B.A. or M.P.A. degree—a total of six hours less than the normal 30 hours of first-year work in this School. However, by carrying approximately eighteen hours a semester during his sixth year of study—entirely in the Graduate School of Business and Public Administration that year—he will be able to satisfy the requirements for the M.B.A. or M.P.A. degree. During the sixth year, the student's specific courses will depend upon the concentration which he elects. These concentrations are listed in the following section of this Announcement, though special concentrations may be devised to meet individualized needs.

#### *FOR OTHER ENGINEERING DOUBLE REGISTRANTS . . .*

While no special programs have yet been devised in detail for such students, this School will also accept for double registration qualified students from the five-year programs of the Schools of Mechanical Engineering, Electrical

Engineering, and Engineering Physics, provided such students also have the permission of their own schools. While the programs of such students must necessarily be worked out on an individual basis, the Graduate School of Business and Public Administration has normally extended to such students the general provisions of the agreements which have already been described as applying to double registrants from the Colleges of Civil Engineering and Chemical and Metallurgical Engineering. Prospective double registrants from other than the latter two schools should consult with the Director of Student Affairs of this School in order to obtain an evaluation of their programs for purposes of double registration.

*FOR OTHER DOUBLE REGISTRANTS . . .* Prospective double registrants from the College of Arts and Sciences must have completed ninety hours of credit together with, in nearly all cases, all their required work for their baccalaureate degree before they may expect to receive permission to double-register in the Graduate School of Business and Public Administration. It is not possible for students from the College of Arts and Sciences to take work both from that College and from this School simultaneously; and prospective double registrants from the College of Arts and Sciences must plan their programs accordingly.

Double registrants from other schools and colleges not mentioned in the above paragraphs should consult with the Director of Student Affairs of this School for information as to proper procedures.

*FOR STUDENTS IN THE ADMINISTRATION AND LAW COMBINED PROGRAM . . .* The objective of this program, organized by joint action of the Graduate School of Business and Public Administration and the Cornell Law School, is to provide, in four years, professional training in both administration and law. This may be done without sacrifice of the high standards of both schools, and without omitting any part of the necessary preparation for the bar examinations.

Through this program a student may secure the degrees of M.B.A. or M.P.A. and LL.B. in four years instead of in the five years which would be required if each program were taken separately. For undergraduates at Cornell, who in their senior year double-register in an undergraduate college and the Graduate School of Business and Public Administration, this program will permit the student to receive the undergraduate degree and the two professional degrees in a total of seven years. This program thus offers to the individual student the opportunity to pursue several avenues of professional growth, rather than one. The opportunities flowing from this flexibility are numerous.

A student, to be admitted to the full joint program, must meet the admission requirements of both schools. He should apply for admission to both schools and be accepted by their respective admissions committees prior to entrance into the first year of the program. Students who may

wish to enter the program after entering upon residence in the Graduate School of Business and Public Administration should discuss their plans or problems with both schools as soon as possible. However, no assurance can be given that such a student will be permitted to undertake the joint program.

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

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

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

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

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

## Concentrations

THE CONCENTRATIONS in which individual students may specialize are listed in alphabetical order below, together with the degree program to which they apply. As indicated earlier, special programs may be arranged for qualified students and the regulations governing such concentrations may be found in part under the section entitled "Degree Programs" and in part under the *special* concentration heading at the end of this section.

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

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

The general accounting concentration is flexible, depending on the student's preparation prior to entering the School and his proposed vocational objective. A student electing the general accounting concentration must fulfill the following requirements in accounting plus all other School requirements: (1) Complete BPA 112, Advanced Accounting; and BPA 210, Cost Accounting; and (2) complete six additional hours of accounting work to be selected from the remaining courses listed under accounting in the "Description of Courses."

Because of the complicated nature of certain requirements for the Certified Public Accountant certificate, the student contemplating the professional accounting program should consult with a member of the accounting staff at the earliest possible date prior to or immediately after initial registration. However, a student who plans to fulfill the academic requirements for the C.P.A. certificate (New York) should elect BPA 217 (Governmental Accounting) and must complete the following program of courses in addition to BPA 112 and 113 (Advanced Accounting):

	1st Term	2nd Term
151. Law of Commercial Transactions .....		3
210. Cost Accounting .....	3	
212. Cost and Budgetary Control .....		3
214. Tax Accounting .....		3
216. Auditing Procedure .....	3	
250. Law of Business Associations .....	3	

Students who plan to take the second-year professional accounting concentration, described immediately above, are advised to complete a year's work in accounting, where possible, before entering the School. It is possible to complete the work of the professional accounting concentration without such pre-entrance accounting work, but this requires a very rigid schedule during the students' two years in the School. Moreover, if they have not received credit for at least three semester hours of work in the general field of finance before entering this School, they must take six hours of work in finance beyond the three-hour first-year required course. They must also take, in the first year, six hours in business law (BPA 150-151), no part of which other students need concern themselves with until the second year. Consequently, students must decide at the beginning of their first year whether they wish to take the special professional accounting concentration. Otherwise, they will have to spend an additional year in the School to complete the required work. In special cases, accounting students may be allowed to substitute other courses for BPA 204 and 232.

## AGRICULTURAL MANAGEMENT

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

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

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

A fourth-year student registered in the Cornell College of Agriculture may be admitted without the formality of double registration provided he files and secures acceptance of his application by the School with the approval of his College. The fourth-year work of such a student, taken in conformity with an approved program, will be accepted in satisfaction of the first 30 credit hours of the total of 60 credit hours necessary for the Master's degree in Business and Public Administration. In this approved fourth-year program, the faculty of the College of Agriculture permits its students to count toward their social studies

requirement up to 9 hours from courses in Business and Public Administration, except courses in statistics and accounting.

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

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

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

The program in *business management* is offered in recognition of the high premium which modern business places upon the skills of organizing, planning, coordinating, directing, supervising, analyzing, and evaluating. The growth in size of business enterprises, their complexity and specialization, the necessity for rapid and continuous adaptation in policies and methods, the recent trends toward decentralization in both decision-making and operations—all place new emphasis upon the over-all knowledge and skills and upon the staff activities assisting in coordination and control. The concentration in business management will stress the administrative process as such, particularly in its policy-making and in its unifying and coordinating functions.

The business management program is arranged to meet the needs of those students who look toward general rather than specialized careers, those who expect to operate businesses of their own, and those who are interested in such positions as staff assistants, management consultants, or general supervisors. The program is also designed for those students who prefer not to choose a field of specialization but to prepare themselves, through fundamental training, to assume responsibility and leader-

ship in any business field in which they later find opportunities. Requirements of this concentration are listed below.

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

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

A concentration in *city management* is offered for the student who is preparing for a career service as a professional city manager and who comes preferably with an undergraduate background in engineering, economics, government, or business administration. A student electing this concentration will pursue during his first year substantially the same basic program as other students but with the option of two or three additional courses. In the second year he can select from a wide range of courses offered in the Graduate School of Business and Public Administration, the College of Architecture, the College of Engineering, and the Law School. A typical second-year program will include six hours in Municipal Administration, three hours of Private Enterprise and Public Policy, and a minimum of 21 additional hours. A student preparing in this area will elect second-year work, with the approval of his adviser, from among the following courses:

	1st Term	2nd Term
218-219. Municipal Administration .....	3	3
201. Problems in Public Administration .....	3	
203. Seminar in Public Personnel Administration .....		3
204. The Governmental Process .....		3
205. State Administration .....		3
217. Governmental Accounting .....		3
225. Management of Public Business Enterprises .....	3	
233. Management Surveys: Organization and Methods .....		3
245. Governmental Fiscal Management .....		3
265. Purchasing .....	3	
Law of Local Government (Law 91) .....		2
Principles of City and Regional Planning (Arch. 710) .....	3	
Traffic Engineering (Eng. 2620) .....	3	
Public Health (Eng. 2509) .....		3
City Planning Practice (Arch. 711) .....		3



Municipal Sanitation (Eng. 2532) .....	3	
Planning Administration (Arch. 716) .....		2
Planning and Zoning Law (Arch. 717) .....		2
Public Problems in Urban Land Use (Arch. 715) ..	2	
Seminar in City and Regional Planning (Arch. 714)	2	
Housing (Arch. 713) .....		2
History of City Planning (Arch. 700) .....		3
Taxation (Agr. Econ. 138) .....	3	

### FEDERAL ADMINISTRATION (M.P.A. Degree)

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

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

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

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

The program in *finance* presents an integrated treatment of the operational aspects of business and investment finance, the functions of financial institutions and capital markets, and the basic economic and legal framework of financial organization. It is designed to meet the needs of students who look forward to specialized careers in the financial management of business and to careers in commercial, savings,

and investment banking, financial counseling, and investment management.

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

	<i>1st Term</i>	<i>2nd Term</i>
215. Financial Accounting .....	3	
240. Analysis of American Industries .....	2	2
243. Financial Management .....	3	
244. Investment Management .....		3
246. Financial Institutions and Capital Markets .....		3

## INTERNATIONAL ADMINISTRATION (M.P.A. Degree)

With the assumption of new American responsibilities in other parts of the world has come an increasing demand for persons trained in the politics and administration of international programs. This includes opportunities not only in the United Nations but in its specialized administrative agencies and, more particularly, in the United States' own extensive foreign programs, in the administration of economic aid, technical assistance, and foreign policy in general. A student preparing in this area will elect second-year work with the approval of his adviser from among the following courses:

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

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

The responsibilities of the marketing sector of the economy are to encourage the consumption of goods and services and to provide for the orderly movement of these commodities through productive stages to ultimate consumption. The tremendous productive capacity of this

country and the growing flow of new products from technical laboratories underline the importance of these responsibilities. Management defines markets, strengthens the sales organization and distributive channel in order to reach these markets, plans and administers promotional programs, and maintains close watch of customer requirements and competitor strategy to guide it in establishing pricing and product development policies.

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

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

\*Optional: two courses required.

†Optional: two courses required.

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

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

Students who choose this concentration may expect to find careers as personnel officers in business organizations, as personnel consultants,

or as personnel specialists in research agencies or in trade and professional associations.

The requirements for this concentration can be fulfilled by a program of courses including, with the approval of a student's adviser, (1) three courses from among those listed immediately below and (2) three additional courses, selected from among the wide range of graduate courses in or related to personnel relations offered in other divisions of the University. For example, courses are available in labor union history and administration, industrial education, labor market economics, industrial psychology, various aspects of collective bargaining, social security, wage and salary administration, job analysis, etc.

	1st Term	2nd Term
202. Human Relations in Administration .....	3	
203. Seminar in Public Personnel Administration .....		3
Collective Bargaining, Mediation, and Arbitration (ILR 500) .....	3	or 3
Seminar in Personnel Administration (ILR 660) .....	3	

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

A concentration is offered in *public finance administration* for those planning careers in the government service as fiscal administrators, or careers as financial consultants or management counselors working with public bodies. High-caliber, well-trained specialists are needed at all levels of government. This functional field includes a wide range of related areas: public budgeting, governmental accounting and auditing, purchasing, debt administration, inventory and property controls, tax administration, and financial reporting. A student preparing in this area will elect second-year work with the approval of his adviser from among the following courses:

	1st Term	2nd Term
210. Cost Accounting .....	3	
214. Tax Accounting .....		3
215. Financial Accounting .....	3	
217. Governmental Accounting .....		3
225. Management of Public Business Enterprises .....	3	
243. Financial Management .....	3	
244. Investment Management .....		3
245. Governmental Fiscal Management .....		3
246. Financial Institutions and Capital Markets .....		3
265. Purchasing .....	3	
Taxation (Agr. Econ. 138) .....	3	
Federal Public Finance (Econ. 575) .....		3
Public Finance (Econ. 575) .....		3
National Income and Wealth (Econ. 309) .....	3	
Money, Currency and Banking (Econ. 203-204) .....	3	3
Financial History of the United States (Econ. 231) .....	3	

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

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

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

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

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

To complete the program the student may elect such courses as meet his particular needs. Among those which have particular relevance are the advanced courses in accounting; BPA 209 (Small Business Management); BPA 233 (Management Surveys: Organization and Methods); BPA 230 (Business Policy and Economic Stability); BPA 243 (Financial Management); BPA 246 (Financial Institutions and Capital Markets); BPA 151 (The Law of Commercial Transactions); BPA 261 (Sales Management); BPA 269 (Marketing Seminar); and BPA 202 (Human Relations in Administration). Work in personnel administration and in collective bargaining is available in the School of Industrial and Labor Relations.

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

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

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

A special concentration will normally include from 15 to 21 hours of work during the second year, in addition to the required hours of second-year core courses. These 15 to 21 hours may include approved

courses in this School or elsewhere in the University, special reading or research courses, and possibly a research project to be carried out in the field. The program will be devised to fit the needs of the student and the requirements of the selected field of study. Satisfactory performance may be tested by special reports and general examinations (oral and written) as well as by course records. Credit allowed for work accomplished outside formal scheduled courses will be determined by the faculty committee as approved by the Dean.

## Description of Courses

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

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

### ACCOUNTING

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

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

111. *MANAGERIAL ACCOUNTING*. Second term. Credit three hours. Messrs. Thomas and Brummet. Examinations as necessary, T, W, or Th, 7-9 p.m.

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

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

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

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

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

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

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

212. *COST AND BUDGETARY CONTROL*. Second term. Credit three hours. Mr. Brummet.

The use of budgets and cost analyses to aid management to minimize manufacturing, distribution, and administrative costs. Particular emphasis is given to standard cost systems and flexible budgets as tools for cost control. *Prerequisite*: Accounting 210.



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

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

214. *TAX ACCOUNTING*. Second term. Credit three hours. Mr. Shannon.

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

215. *FINANCIAL ACCOUNTING*. First term. Credit three hours. Mr. Holmes.

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

216. *AUDITING PROCEDURE*. First term. Credit three hours. Mr. Brummet.

Investigation of systems of internal control; types of audits; audit procedures; the audit report and auditor's certificate; A.I.A. statements of auditing standards; application of principles in practice case. *Prerequisite*: Accounting 112.

217. *GOVERNMENTAL ACCOUNTING*. Second term. Credit three hours. Mr. Hillhouse.

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

## ADMINISTRATIVE PROCESS

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

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

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

This course is designed, through the use of the case method, to acquaint the student with major executive problems in various industries and with responsibilities of top management in connection therewith. In this process, training is provided in the diagnosis of current problems and in the formulation of sound administrative policies and practices. Important topics considered include: sizing up a company's

situation; defining objectives; building and maintaining an administrative organization to carry out plans; and reappraising objectives and policies in the light of changing conditions. *Prerequisite:* Course 100.

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

The purpose of this course is to develop an understanding of and point of view toward some of the major problems of the public administrator. 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 permission of the instructor.

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

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

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

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

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

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

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

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

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

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

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

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

course, the student relates the general considerations to a particular small business enterprise. *Prerequisite:* Course 100.

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

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

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

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

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

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

222. *COMPARATIVE BUSINESS ADMINISTRATION*. First term. Credit three hours. Mr. Dale.

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

223. *ADVANCED BUSINESS MANAGEMENT*. Second term. Credit three hours. Mr. Dale.

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

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

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

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

The problem of evaluating the organization and procedures of an established business enterprise or governmental agency and of recommending improvements. The consideration of such matters as the organization for management surveys, sur-

vey techniques, procedural analysis, work flow and work distribution analysis, work measurement, formulating recommendations, selling and carrying out of recommendations, etc. *Prerequisite*: Course 100.

[235. *PROBLEMS IN MILITARY MANAGEMENT AND CIVIL-MILITARY RELATIONS*. Second term. Credit three hours. Mr. Van Riper. Not given in 1955-56.

This course is designed to acquaint the student with certain of the principal types of military administrative and managerial problems, particularly those which have the most effect upon private industry and the civilian governmental establishment. Subject matter varies from year to year but may include such subjects as program planning, procurement and supply, manpower utilization, research and development, allocation of resources, etc. *Prerequisite*: Course 100.]

238. *SEMINAR IN ORGANIZATIONAL BEHAVIOR*. Second term. Credit two hours. Mr. Thompson.

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

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

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

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

An examination of existing governmental organization for administering and financing public agricultural programs; a study of some problems of administration and finance, including organization of agencies, management of personnel, budgetary management, interagency relationships (federal, state, and local), and relationships among federal, state, and local levels of government. Agricultural Economics 130 or one or more courses in government and public administration are desirable but not required before taking this course.

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

*STRUCTURE AND FUNCTION OF BUREAUCRATIC ORGANIZATIONS* (Soc. 304). Second term. Credit three hours. Mr. Thompson.

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

## ECONOMIC AND BUSINESS HISTORY

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

A study of the development of significant features of the modern economy and of modern business. Attention is particularly focused on the period 1790-1890. European developments of significance to the United States are discussed. Against the

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

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

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

### ECONOMICS AND POLICY

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

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

230. *BUSINESS POLICY AND ECONOMIC INSTABILITY*. First term. Credit three hours. Mr. de Chazeau.

A study of problems posed by national employment objectives for our private enterprise system. Government monetary-fiscal policies, existing and proposed, are studied from the viewpoint of the nation's economic accounts, the known characteristics of business fluctuations, and the mutual requirements of business and government policy formulation. Particular attention is given to the impact of public action on business policy and to securing business action contributory to economic stability. *Prerequisite*: Course 130 or its equivalent.

231. *COMPETITIVE BEHAVIOR AND PUBLIC POLICY*. Second term. Credit three hours. Mr. de Chazeau.

A study of competitive behavior in market structures importantly affected by large corporate units and organized self-interest groups. Particular attention is given to the determination of public interest in the formulation and administration of the law as applied to business policies and business organization. The possibilities of workable competition are explored from the viewpoint of practicable public policy and of the essential requirements of efficient performance in a dynamic society. *Prerequisite*: Course 230.

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

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

## FINANCE

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

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

240. *ANALYSIS OF AMERICAN INDUSTRIES*. Throughout the year. Credit two hours a term. Mr. de Chazeau.

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

243. *FINANCIAL MANAGEMENT*. First term. Credit three hours. Mr. Nilsson.

A study of the financial management of corporations viewed principally from the position of the corporate financial officer. Based largely on the study of cases, the course focuses attention on the organization and operating problems involved in corporate financial administration. Selected problems on promotion financing, planning of capital structure, securities issuance, mergers and consolidations, and reorganization under the federal Bankruptcy Act are considered. Instruments of long-term finance and security devices are studied in detail. Problems of working capital management, methods of budgetary control, and financial planning in relation to reserve, surplus, and dividend policies are given considerable attention. The impact of federal government regulations on corporate financial policy will be fully discussed. *Prerequisite*: Course 140.

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

A course of study in the fundamentals of investment analysis and management designed primarily for students planning entry into the fields of investment banking and institutional investment. Methods of security analysis, the uses of technical aids in investment analysis, and policies governing the management of investment funds, private and institutional, are studied in detail. Other topics of study include the organization and functioning of underwriting firms, methods of security 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 140.

245. *GOVERNMENTAL FISCAL MANAGEMENT*. Second term. Credit three hours. Mr. Hillhouse.

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

246. *FINANCIAL INSTITUTIONS AND CAPITAL MARKETS*. Second term. Credit three hours. Mr. Nilsson.



A study of the place and functions of financial institutions in our business economy and the operation of money and capital markets. Emphasis will be placed on financial policy problems involved in the operation of commercial banks, savings institutions, insurance companies, and other financial institutions. Selected topics include the mechanics of the money market, the structure of capital markets, security portfolio management, the impact of Treasury policies on interest rates and capital markets, and government lending institutions. *Prerequisite:* Course 140.

**TAXATION** (Agr. Econ. 138). First term. Credit three hours. Mr. Kendrick.

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

**FEDERAL PUBLIC FINANCE** (Econ. 502). Second term. Credit three hours. Mr. Kendrick.

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

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

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

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

## LAW

**150. INTRODUCTION TO BUSINESS LAW**. First term. Credit three hours. Mr. Pasley.

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

**151. LAW OF COMMERCIAL TRANSACTIONS**. Second term. Credit three hours. Mr. Shannon.

Extended study of these fields of law: contracts, negotiable instruments, sales of personal property, security transactions and related problems. Case method of study is used. *Prerequisite:* Course 150.

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

Extended study of these fields of law: agency and business associations, property, bankruptcy, and related fields of law. Case method of study is used. *Prerequisite:* Course 150.

**CONSTITUTIONAL LAW**. First term. Credit three hours. Mr. MacDonald.

Given in the Law School. A study of judicial interpretation of the Constitution of the United States. Principal attention is given to the commerce power and to the due process and equal protection provisions of the Fourteenth Amendment. The course also treats the federal power to tax and spend, the Bill of Rights, and some of the constitutional law elements of procedure. (Government 241-242 may be substituted for this course.)

**CONSTITUTIONAL LAW: THE AMERICAN FEDERAL SYSTEM** (Govt.



241). First term. Credit three hours. Mr. Cushman.

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

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

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

*ADMINISTRATIVE LAW*. Second term. Credit three hours. Mr. Freeman.

Given in the Law School. A discussion of the law applicable to determinations involving private rights made by bodies other than the courts. A study of the theory of the separation of powers and of the functions of the three branches of government. The course centers upon the nature of the various powers over private rights granted to nonjudicial bodies; the nature of the proceeding before such bodies; the manner of the determination of the issue, including executive discretion; and the nature of the control exercised by the courts over such determinations.

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

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

## MARKETING

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

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

261. *SALES MANAGEMENT*. First term. Credit three hours. Mr. Rathmell.

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

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

The techniques of marketing research are emphasized with major consideration being given to the determination of research objectives and the procedures involved in conducting marketing investigations. While the applications of marketing research receive special attention, the extensive utility of this management tool beyond the usual market survey approach is stressed. Participation in a group project enables the student to apply his knowledge of the subject. *Prerequisites*: Course 160 and Statistics.

263. *RETAILING*. Second term. Credit three hours. Miss Canoyer.

A study of the retail distribution structure and of the problems involved in suc-

cessful store operation under current conditions. Among the important topics considered are trends in retailing; store location and layout; buying, merchandise control, and pricing policies; store organization and personnel; advertising, personal selling, and customer services (including credit); store operation, accounting, and finance. Term projects supplement classroom work. *Prerequisite:* Course 160.

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

An appraisal of advertising as a management tool in the marketing of consumers' and industrial goods. Among the topics treated are research as a basis for defining advertising objectives; determination and control of the advertising appropriation; selection of media; measuring advertising effectiveness; and coordination and integration of advertising with other sales activities. Important case histories are analyzed, and social and economic aspects of the subject are stressed. *Prerequisite:* Course 160.

265. *PURCHASING*. First term. Credit three hours. Mr. Brummet.

A study of industrial purchasing organization and practices. Topics include quality determination, inventory control, source selection, competitive bidding, pricing policies, forward buying, make or buy decisions, plant acquisition and replacement, and the use of procurement budgets. Cases are used with emphasis being placed upon situational analysis and application of basic procurement principles.

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

A study of management problems encountered by manufacturers serving foreign markets. Among the problems to be considered are determination of market characteristics; organizing for distribution; establishment of productive capacity; branch and assembly plant operations; material and purchase-part policies; labor problems; capital control and transfer; and management control. Representative national markets from the several continental regions will be used for illustration. Particular emphasis will be given to large-scale foreign enterprises. *Prerequisite:* Course 160.

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

A consideration of important current problems in the field of distribution together with an appraisal of their economic and social significance. In addition to research in particular areas of interest, students are required to evaluate the contributions of various writers to marketing literature. Special attention is given to current developments in marketing theory. Oral and written reports constitute an integral part of the course. *Prerequisite:* Courses 160 and 262.

## PERSONNEL AND HUMAN RELATIONS

101. *PERSONNEL MANAGEMENT*. Second term. Credit three hours.

A basic graduate course covering the principal personnel functions, the organization for personnel administration, and the relationship of personnel to other administrative functions in both industry and government.

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

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

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

Organization and operation of public personnel systems in the United States, in-

cluding the essentials of personnel policy and a systematic consideration of techniques of employment, training, classification, compensation, and employee relations; employee organizations. *Prerequisite:* Course 100 or permission of the instructor.

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

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

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

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

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

## PRODUCTION

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

This course stresses the importance of basing administrative decisions in the production area on a knowledge of operating problems and difficulties. The basic techniques and concepts encountered in managing the production phase of business are introduced, such as interpreting product design specifications, planning production processes, choosing between process alternatives, organizing the work place, and determining production standards as a basis for effective control of production operations in terms of quality, cost, and quantity.

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

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

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

This course is concerned with factory management problems in a variety of industrial situations. Case problems have been drawn from such areas as cost reduction, inspection, plant layout, production planning and control, supervision and management. Situations calling for decisions at levels ranging from the foreman to the vice-president in charge of manufacturing are considered. Emphasis is placed on operating rather than policy issues. *Prerequisite:* Course 171 or equivalent.

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

This course stresses the importance of basing manufacturing policy decisions on an understanding of the operating characteristics of the company as a whole and the economic and technological characteristics of the industry. To this end, manufacturing processes and industry statistical data are studied as a basis for consideration of manufacturing-policy case problems in such industries as steel, textiles, petroleum, plastics, electronics, and furniture. *Prerequisite:* Course 171 or equivalent.

**METHODS ENGINEERING** (Engineering 3262). Credit three hours. One lecture and two laboratory periods a week.

A study of the factors influencing the productivity and economy of industrial operations and related jobs. This includes the charting and analysis of problems of work flow in industry; the coordination of man time and machine time in manufacturing operations; the principles of motion economy and micromotion analysis; the theory and practice of time study for setting operational standards through watch studies, standard data, and elemental motion standards; and incentive systems for direct and indirect labor jobs. Emphasis is placed on personnel and human relations problems associated with methods improvements and incentive systems.

**ADVANCED METHODS ENGINEERING** (Engineering 3266). Credit three hours. Two recitations and one laboratory period a week.

A critical appraisal of methods engineering practices and principles including ways to maintain time standards; examination of several time study departments; improvement of stop-watch time study; derivation of standard data; theory of predetermined elemental motion time systems; and detailed examination of one such technique: methods-time measurement. Also included are ratio delay studies, psychological factors in machine and job design, and improvement of the variable tasks. Several weeks are spent on projects in areas of special interest to the individual student. *Prerequisites:* Eng. 3262 and 3241 or consent of the instructor.

**PRODUCTION ENGINEERING** (Engineering 3262-3263). Credit three hours a term. One lecture and two laboratory periods a week.

This course integrates the engineering and economic principles governing production. The student will analyze various manufactured products as to material; methods; operations; machine selections; tool, jig, and fixture requirements; and operational times, using the principles of engineering economy as a basis for making decisions. The computations and designs made in 3263 will be used as a basis for further integration of production and engineering. The student will study materials-handling methods and equipment, compute floor space requirements, and plan a complete plant layout of both productive and service departments. After this, the basic problems of production planning, production control, and cost control concerned with the layout will be discussed. *Prerequisites:* Eng. 3262, 3404, and work in cost accounting; or consent of the instructor.

**SPECIAL INVESTIGATIONS IN INDUSTRIAL AND ENGINEERING ADMINISTRATION** (Engineering 3290). Credit as arranged.

Involves the study, under direction, of special problems in the field of industrial and engineering administration. Offered to qualified students individually or in small groups.

### SPECIAL STUDIES AND RESEARCH

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

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

020. *INFORMATION SOURCES IN ADMINISTRATION*. First term. Credit two hours. Mr. Wasserman.

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

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

The objective of this course is to provide a survey of research techniques, requisite bibliographic sources, and practice in the methods of presenting individual research findings. Attention will be directed, insofar as possible, upon specific areas of interest and potential research goals of the individual student. *Prerequisites*: Course 020, or permission of the instructor.

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

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

## STATISTICS

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

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

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

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

## TRANSPORTATION

180. *TRANSPORTATION*. First term. Credit three hours. Mr. Hutchins.

A study of American transportation from the points of view of carriers, shippers, and public authorities. The emphasis is on the economics and practices of rate making, especially of railroads. Among the most important topics covered are rates and the location of industry; national traffic flows; theory of rates; classification of freight; rate systems; commodity rate structures; new types of rates; rate divisions, rate bureaus, and other intercarrier relations; the development of regulation; the determination of the general level of rates; reasonableness of particular rates; the long and short haul clause. Lectures, cases, and discussions.

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

A continuation of Transportation 180. New construction and abandonment; new equipment; railroad operations and service; policy problems; railroad finance and its regulation; consolidation; motor carrier transportation, operations, and rate structures; tramp shipping, including charters and charter rates; ocean liner services, rates, and conferences; merchant marine policy; port and terminal facilities; some aspects of air transportation and air policy. *Prerequisite*: Transportation 180.

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

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

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

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

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

A study of some of the special problems of air transportation. *Prerequisites*: Courses 180 and 181.

## NUMERICAL INDEX OF COURSES

<i>Designation</i>	<i>Title</i>	<i>Described under:</i>
BPA 010	Directed Reading & Research	Special Studies & Research
BPA 020	Information Sources in Administration	Special Studies & Research
BPA 021	Research in Business & Public Administration	Special Studies & Research
BPA 100	Introduction to Administration	Administrative Process
BPA 101	Personnel Management	Personnel & Human Relations
BPA 110	Principles of Accounting	Accounting
BPA 111	Managerial Accounting	Accounting
BPA 112	Advanced Accounting	Accounting
BPA 113	Advanced Accounting	Accounting
BPA 120	Development of the American Economy & Business Enterprise	Economic & Business History
BPA 121	Recent Economic & Business Changes	Economic & Business History
BPA 130	Managerial Economics	Economics & Policy
Agr Ec 138	Taxation	Finance
BPA 140	Finance	Finance
BPA 150	Introduction to Business Law	Law
BPA 151	Law of Commercial Transactions	Law
BPA 160	Marketing	Marketing
BPA 170	Elements of Production—I	Production
BPA 171	Elements of Production—II	Production
BPA 180	Transportation	Transportation
BPA 181	Transportation	Transportation
BPA 200	Business Policy Formulation	Administrative Process
BPA 201	Problems in Public Administration	Administrative Process
Soc 201-2	Methods of Research in the Behavioral Sciences	Special Studies & Research
BPA 202	Human Relations in Administration	Personnel & Human Relations



<i>Designation</i>	<i>Title</i>	<i>Described under:</i>
BPA 203	Seminar in Public Personnel Administration	Personnel & Human Relations
BPA 204	The Governmental Process	Administrative Process
BPA 205	State Administration	Administrative Process
BPA 206	Overseas Administration	Administrative Process
BPA 207	International Administration	Administrative Process
BPA 208	Comparative Public Administration	Administrative Process
BPA 209	Small Business Management	Administrative Process
BPA 210	Cost Accounting	Accounting
BPA 212	Cost & Budgetary Control	Accounting
BPA 213	Accounting Theory	Accounting
BPA 214	Tax Accounting	Accounting
BPA 215	Financial Accounting	Accounting
BPA 216	Auditing Procedure	Accounting
BPA 217	Governmental Accounting	Accounting
BPA 218-19	Municipal Administration	Administrative Process
BPA 220	Public Utilities	Administrative Process
BPA 221	Seminar in Federal Administration	Administrative Process
BPA 222	Comparative Business Administration	Administrative Process
BPA 223	Advanced Business Management	Administrative Process
BPA 225	Management of Public Business Enterprises	Administrative Process
BPA 230	Business Policy & Economic Instability	Economics & Policy
BPA 231	Competitive Behavior & Public Policy	Economics & Policy
BPA 232	Private Enterprise & Public Policy	Economics & Policy
BPA 233	Management Surveys: Organization & Methods	Administrative Process
BPA 235	Problems in Military Management & Civil-Military Relation	Administrative Process
Agr Ec 236	Problems in Public Administration	Administrative Process
Agr Ec 237	Administration of Public Agricultural Programs	Administrative Process
Govt 237	The Administrative Process	Law
BPA 238	Seminar in Organizational Behavior	Administrative Process
BPA 240	Analysis of American Industries	Finance
Govt 241	Constitutional Law: The American Federal System	Law
Govt 242	Constitutional Law: Fundamental Rights & Immunities	Law
BPA 243	Financial Management	Finance
BPA 244	Investment Management	Finance
BPA 245	Governmental Fiscal Management	Finance
BPA 246	Financial Institutions & Capital Markets	Finance
BPA 250	Law of Business Associations	Law
BPA 261	Sales Management	Marketing
BPA 262	Marketing Research	Marketing
BPA 263	Retailing	Marketing
BPA 264	Advertising Management	Marketing
BPA 265	Purchasing	Marketing
BPA 266	Foreign Marketing	Marketing
BPA 269	Marketing Seminar	Marketing
BPA 270	Industrial Management	Production
BPA 271	Manufacturing Policy Determination	Production
BPA 280	Transportation Seminar	Transportation
BPA 281	Industrial Traffic Management	Transportation
BPA 282	Air Transportation Seminar	Transportation



## DESCRIPTION OF COURSES

75

<i>Designation</i>	<i>Title</i>	<i>Described under:</i>
Govt 285	Seminar in Problems of Public Administration	Administrative Process
Soc 304	Structure & Function of Bureaucratic Organizations	Administrative Process
Econ 402	Collective Bargaining	Personnel & Human Relations
ILR 500	Collective Bargaining	Personnel & Human Relations
Econ 502	Federal Public Finance	Finance
ILR 510	Economic & Social Statistics	Statistics
ILR 560	Personnel Administration	Personnel & Human Relations
ILR 610	Economic Statistics	Statistics
ILR 660-61	Seminar in Personnel Administration	Personnel & Human Relations
Eng 3262	Methods Engineering	Production
Eng 3263-4	Production Engineering	Production
Eng 3266	Advanced Methods Engineering	Production
Eng 3290	Special Investigations in Industrial and Engineering Administration	Production
Law School	Administrative Law	Law
Law School	Constitutional Law	Law
BPA 40S	The Corporation	Finance

# *The Student Body*

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

Nearly 200 students were enrolled in the School during the academic year of 1954-55. Nearly 40 per cent of this student group held degrees from institutions other than Cornell, while 30 per cent held and another 30 per cent anticipated Cornell degrees. However, a number of Cornell degree holders had taken some work in institutions other than Cornell.

While approximately 40 per cent of the student body did undergraduate work in liberal arts, the remaining 60 per cent had received or anticipated receiving undergraduate degrees in agriculture, engineering, hotel administration, law, home economics, business administration, and other specialties.

Foreign students totaled 22, from 13 different countries; 43 students were married; 47 were veterans; and 5 were women. The grand total includes a very few provisional candidates for degrees as well as those Ph.D. candidates with their major subject in this School. A number of Master's and Ph.D. candidates with only a minor subject in this School have, however, not been listed in the following rosters nor counted in the above statistics.

## CANDIDATES FOR THE DOCTOR OF PHILOSOPHY DEGREE

Lipetz, Ben-Ami, B.M.E., 1948, Cornell Univ. ....	Columbus, O.
Patterson, James Milton, B.S., 1948, U.S. Merchant Marine Academy; M.B.A., 1954, Cornell Univ. ....	Ithaca, N.Y.
Ridgway, Valentine Fenton, B.S., 1948, Univ. of Missouri; M.S., 1950, Univ. of Missouri .....	Bryan, Tex.
Vaidyanathan, A., B.S., 1951, Univ. of Madras; M.Litt., 1953, Univ. of Pittsburgh .....	Tambaram, India
Woolf, Donald Austin, B.S., 1952, Kansas State College .....	Manhattan, Kans.
Youngblood, J.M. Kinney, B.A., 1929, Univ. of Arkansas; M.P.A., 1953, Univ. of Southern California .....	Chickasha, Okla.

## CANDIDATES FOR THE MASTER'S DEGREE, 1955

Alperstein, Robert Philip, B.A., 1954, Cornell Univ. ....	Great Neck, N.Y.
Armour, James Stephen, B.A., 1951, Syracuse Univ. ....	Ithaca, N.Y.
Ashbaugh, Walter Stuart, B.S., 1951, Cornell Univ. ....	E. Liverpool, O.

Axelrad, Leonard Ira, B.S., 1954, Cornell Univ.	Brooklyn, N.Y.
Babiy, Peter Erich, B.A., 1954, Cornell Univ.	Ithaca, N.Y.
Baird, Alan David, B.S., 1950, Massachusetts Inst. of Tech.	Altadena, Calif.
Bayar, Atilla Celal, B.A., 1953, Robert College	Istanbul, Turkey
Beatty, Alvin Ross, B.A., 1954, Cornell Univ.	Wilmette, Ill.
Berlin, Thomas Frank, B.A., 1951, Kenyon College	Cleveland Heights, O.
Berner, Sten Ragnvald, B.A., 1953, Hobart College	Gothenburg, Sweden
Bibbins, Charles Hilmer, B.A., 1954, Cornell Univ.	Short Hills, N.J.
Bowe, Richard Nelson, B.A., 1951, Columbia Univ.	Ridgewood, N.J.
Bradley, James William, B.A., 1951, Lafayette College	Madison, N.J.
Bryk, Donald Casimir, B.A., 1951, Tufts College	Brooklyn, N.Y.
Clark, William Goodman, B.A., 1954, Cornell Univ.	Englewood, N.J.
CConnell, Edward Joseph, B.S., 1950, Univ. of Utah	Tooele, Utah
Cotter, Conrad Patrick, B.A., 1952, Univ. of California	Seattle, Wash.
Cunningham, Foster Sutton, B.A., 1954, Cornell Univ.	Beacon, N.Y.
Dean, Richard Emerson, B.S., 1954, Cornell Univ.	Trumansburg, N.Y.
Densmore, John Albert, B.S., 1951, Univ. of Vermont	Burlington, Vt.
Doree, Herbert Austin Pope, B.A., 1952, Cornell Univ.	Barrington, Ill.
Dunn, Richard Joseph, B.A., 1951, Dartmouth College;	
M.R.P., 1953, Cornell Univ.	Hamden, Conn.
Eckhardt, Albert John, Jr., B.A., 1954, Cornell Univ.	Larchmont, N.Y.
Ehart, David Dennis, B.A., 1953, Hamilton College	Utica, N.Y.
Eldridge, William Thayer, Williams College	New York, N.Y.
Eon, Claude, Licence en droit, 1953, Faculte de Droit de Paris	
	Pont-Levoy, France
Everett, Robert George, B.A., 1953, Harpur College	Port Crane, N.Y.
Fuhrman, David Sanford, B.A., 1954, Cornell Univ.	Yonkers, N.Y.
Gardner, David Dunsmore, B.A., 1950, Cornell Univ.	Bethesda, Md.
Gerlough, Robert Tillman, B.A., 1952, Cornell Univ.	Highland Park, N.J.
Gold, Roy Edward, B.M.E., 1954, Cornell Univ.	Mt. Vernon, N.Y.
Hanks, Kenneth Porter, B.A., 1953, Hobart College	Ithaca, N.Y.
Harding, David Ray, B.A., 1953, Cornell Univ.	Rochester, N.Y.
Harrison, Robert Sattler, B.A., 1953, Kenyon College	Cincinnati, O.
Herbert, Thomas Jefferson, B.S., 1954, Cornell Univ.	Annandale, N.J.
Hongo, Fukusaburo, B.S., 1952, Meiji Gakuin Univ.	Tokyo, Japan
Hostage, G. Michael, B.S., 1954, Cornell Univ.	New Hyde Park, N.Y.
Huber, Charles Henry, B.S., 1954, Cornell Univ.	Ithaca, N.Y.
Iwai, Yasushi, B.L., 1952, Kyoto Univ.	Kobe, Japan
Kane, Howard William, Jr., B.A., 1953, Yale Univ.	Syracuse, N.Y.
Kedia, Pralhad Mathuradas, LL.B., 1952, Shri Shivaji Univ.	Amravati, India
Knauss, Walter Paul, Jr., B.M.E., 1954, Cornell Univ.	West Hartford, Conn.
Lichauco, Ernesto Enrique, B.S., 1951, Cornell Univ.	Manila, P.I.
Logan, Frank Granger, II, B.S., 1954, Cornell Univ.	Great Barrington, Mass.
MacDonald, George Taft, B.S., 1951, Cornell Univ.	Darien, Conn.
McCobb, Donald Clyde, B.A., 1954, Cornell Univ.	E. Grand Rapids, Mich.
McCullough, Henry Dowie, B.M.E., 1954, Cornell Univ.	Philadelphia, Pa.
Miller, George Fredric, B.A., 1950, Cornell Univ.	Big Flats, N.Y.
Noyes, Cadwallader Varnum, B.E.E., 1953, Cornell Univ.	New York, N.Y.
Ogden, Seward Jackson, Jr., B.A., 1952, Cornell Univ.	Forest Hills, N.Y.
Ogren, Donald Hanson, B.A., 1952, Cornell Univ.	Trenton, N.J.
Passaro, Eleanor, B.S., 1953, New Jersey College for Women	Newark, N.J.
Potash, Norman Gold, B.A., 1954, Cornell Univ.	Brooklyn, N.Y.
Renard, Henry Paul, B.A., 1954, Cornell Univ.	Yonkers, N.Y.

Reynolds, William Thomas, B.A., 1951, Cornell Univ. ....	Maplewood, N.J.
Robertson, Robert Mansell, B.A., 1950, Univ. of Connecticut ...	New York, N.Y.
Schrauth, Amandus Joseph, B.C.E., 1949, Cornell Univ. ....	Richmond Hill, N.Y.
Smith, James Adams, Jr., B.S., 1953, Cornell Univ. ....	Stratford, Conn.
Tanenbaum, Robert Mitchell, B.A., 1954, Cornell Univ. ....	Croton-on-Hudson, N.Y.
Tatnall, Henry Rumsey, Jr., B.S., 1954, Cornell Univ. ....	Hockessin, Dela.
Thomas, Stanley Emmett, Jr., B.E.E., 1954, Cornell Univ. ....	Scranton, Pa.
Waters, William Francis, B.A., 1954, Cornell Univ. ....	Ithaca, N.Y.
Wayman, Craig Warrick, B.S., 1954, Cornell Univ. ....	Washington, Pa.
Wieting, Philip Frank, B.A., 1952, Cornell Univ. ....	Cobleskill, N.Y.
Winnert, Franklin Roy, B.S., 1954, Cornell Univ. ....	Kenmore, N.Y.
Wychgel, James Follansbee, B.A., 1953, Amherst College ....	Shaker Heights, O.
Young, John Lewin, B.A., 1954, Cornell Univ. ....	Stow, O.

## CANDIDATES FOR THE MASTER'S DEGREE, 1956

Abelson, Hirschel Bressler, Hotel Admin.-Bus. & Pub. Admin. ....	Atlanta, Ga.
Allen, Leon Arthur, Jr., Elec. Eng.-Bus. & Pub. Admin. ....	W. Springfield, Mass.
Ayala, Jesus V., B.A., 1951, LL.B., 1954, Ateneo de Manila ....	Manila, P.I.
Beamer, Victor Eugene, B.A., 1954, Wabash College ....	Fort Wayne, Ind.
Bedrossian, Guy Hachik, Arts-Bus. & Pub. Admin. ....	Hartford, Conn.
Beningoso, Henry Daniel, Mech. Eng.-Bus. & Pub. Admin. ....	Philadelphia, Pa.
Benson, James Houston, Agr.-Bus. & Pub. Admin. ....	Charlotte, N.C.
Berg, Donald Lee, Mech. Eng.-Bus. & Pub. Admin. ....	Oak Park, Ill.
Birckmayer, Harold Drumm, B.A., 1952, Cornell Univ. ....	Kinderhook, N.Y.
Birnbaum, Ira Melvin, Arts-Bus. & Pub. Admin. ....	Brooklyn, N.Y.
Bliss, Harlan Berkley, B.S., 1954, Bucknell Univ. ....	Lewisburg, Pa.
Bock, Dean Frederic, B.A., 1952, Cornell Univ. ....	Watertown, N.Y.
Bock, Jay Anthony, Arts-Bus. & Pub. Admin. ....	Flushing, N.Y.
Booth, I. MacAllister, Mech. Eng.-Bus. & Pub. Admin. ....	Birmingham, Mich.
Borneman, Herman Francis, B.S., 1952, Lehigh Univ. ....	S. Orange, N.J.
Boyle, William Pickard, Jr., Agr.-Bus. & Pub. Admin. ....	Ossining, N.Y.
Browne, Michael Joseph, Agr.-Bus. & Pub. Admin. ....	Ithaca, N.Y.
Bugler, Arthur George, Chem. Eng.-Bus. & Pub. Admin. ....	Hinsdale, Ill.
Camp, Robert Brunton, B.A., 1954, Kenyon College ....	Aurora, N.Y.
Cannon, James Frederick, Agr.-Bus. & Pub. Admin. ....	Troy, N.Y.
Cecil, Richard Carlisle, B.S., 1952, Univ. of Delaware ....	Wilmington, Dela.
Cheney, Peter Laughlin, B.A., 1954, Wesleyan Univ. ....	Augusta, Me.
Cherkasky, Milton, Mech. Eng.-Bus. & Pub. Admin. ....	S. Orange, N.J.
Colson, Gerald Edwin, B.A., 1954, Bard College ....	Geneseo, N.Y.
Colton, Elizabeth Jane, Hotel Admin.-Bus. & Pub. Admin. ....	Corpus Christi, Tex.
Cooper, Samuel Edmund Spriggs, B.S., Tuskegee Inst., Agr.-Bus. & Pub. Admin. ....	Monrovia, Liberia
Corcoran, James Joseph, B.A., 1952, Villanova Univ. ....	Long Beach, Calif.
Deutschmann, Frank Karl, B.M.E., 1954, Polytechnic Inst. ....	Ridgewood, N.Y.
Dinge, David Alan, Agr.-Bus. & Pub. Admin. ....	S. Orange, N.J.
Dye, Richard Wilder, B.A., 1952, Cornell Univ. ....	Ithaca, N.Y.
Ellis, Thomas York, Arts-Bus. & Pub. Admin. ....	Painesville, O.
Evans, Roger Jackson, Jr., B.E., 1952, Yale Univ. ....	Trenton, N.J.
Fellman, Edward Dean, Jr., Arts-Bus. & Pub. Admin. ....	Milwaukee, Wis.
Francis, Harold Bruce, B.A., 1951, Univ. of Toronto ....	Toronto, Canada
Franklin, Donald Cameron, Jr., Mech. Eng.-Bus. & Pub. Admin. ....	Pittsburgh, Pa.

Fryling, John Leon, Elec. Eng.-Bus. & Pub. Admin. ....	Newark, N.Y.
Gordon, Michael William, B.A., 1953, Univ. of Michigan .....	Pittsburgh, Pa.
Greenblatt, Leonard Ira, Arts-Bus. & Pub. Admin. ....	Chicago, Ill.
Haberstock, Roy Alan, Agr.-Bus. & Pub. Admin. ....	Rockville Centre, N.Y.
Haggerty, Raymond Richard, B.S., 1954, Northeastern Univ. ....	Northampton, Mass.
Hartmann, Walter Conrad, B.S., 1954, Babson Inst. ....	Rochester, N.Y.
Harvey, Philip Schuyler, Arts-Bus. & Pub. Admin. ....	Abington, Pa.
Hill, Peter William, Agr.-Bus. & Pub. Admin. ....	Saugerties, N.Y.
Hoornbeek, Louis Arthur, B.A., 1952, Union College .....	Ellenville, N.Y.
Hort, Richard Alan, Hotel Admin.-Bus. & Pub. Admin. ....	Fort Washington, Pa.
Houston, Henry Darby, B.A., Princeton Univ. ....	Troy, N.Y.
Huff, Ernest Robert, B.S., 1951, Univ. of Rochester .....	Wolcott, N.Y.
James, William Gilbert, Jr., B.A., 1954, Kenyon College .....	Brooklyn, N.Y.
Jones, David Post, B.A., 1951, Wesleyan Univ. ....	West Hartford, Conn.
Kahle, Robert Vinton, Mech. Eng.-Bus. & Pub. Admin. ....	Bronxville, N.Y.
Kennedy, Robert D., Mech. Eng.-Bus. & Pub. Admin. ....	Pittsburgh, Pa.
Kirsch, Harry Richard, B.S., 1954, Cornell Univ. ....	Newfane, Vt.
Krech, Edward M., Jr., Mech. Eng.-Bus. & Pub. Admin. ....	Glen Rock, N.J.
LaLonde, William Salem, III, Civil Eng.-Bus. & Pub. Admin. ....	Short Hills, N.J.
Leary, Robert Michael, B.S., 1951, St. Bonaventure Univ. ....	New York, N.Y.
Macomber, William Adams, Elec. Eng.-Bus. & Pub. Admin. ....	Kendallville, Ind.
Magnusson, Lars Harold, Certif. 1953, College of Commerce, Leeds, England .....	Stockholm, Sweden
Martin, Thomas Aloysius, B.S., 1952, Cornell Univ. ....	White Plains, N.Y.
Marx, Paul Henry, B.A., 1950, Duke Univ. ....	Atlanta, Ga.
Meadows, Miles Whitman, LL.B., 1948, Jamestown College .....	Elmira, N.Y.
Metzger, Roger Murray, Agr.-Bus. & Pub. Admin. ....	New York, N.Y.
Meyer, Donald Drake, Agr.-Bus. & Pub. Admin. ....	Clayton, Mo.
Miller, John Strother, IV, Hotel Admin.-Bus. & Pub. Admin. ....	Ithaca, N.Y.
Miller, Richard Henry, Mech. Eng.-Bus. & Pub. Admin. ....	Mexico City, Mexico
Murphy, Dennis James, Agr.-Bus. & Pub. Admin. ....	Middletown, R.I.
Noyes, Richard Croissant, Mech. Eng.-Bus. & Pub. Admin. ....	Oneida, N.Y.
Ottolenghi, Roberto, B.A., 1953, Bard College .....	Quito, Ecuador
Ozaroff, Gary Roger, B.A., 1954, Cornell Univ. ....	S. Orange, N.J.
Palmer, David Clark, B.A., 1952, College of Wooster .....	Lockport, N.Y.
Platt, Charles Edward, B.A., 1952, Cornell Univ. ....	Auburn, N.Y.
Porter, James Colin, Hotel Admin.-Bus. & Pub. Admin. ....	Harrogate, England
Pusch, Herbert Barringer, B.A., 1952, Cornell Univ. ....	South Bend, Ind.
Randolph, Rane Fritz, B.S., 1952, Cornell Univ. ....	Ithaca, N.Y.
Reichenbach, Alan Frederic, Mech. Eng.-Bus. & Pub. Admin. ....	Waterbury, Conn.
Riener, Felicia, Arts-Bus. & Pub. Admin. ....	San Marino, Calif.
Rosenthal, Irving, B.A., 1952, City College of N.Y. ....	New York, N.Y.
Rowley, Jean Francis, B.S., 1954, Cornell Univ. ....	Saratoga Springs, N.Y.
Rudolph, George J., B.A., 1954, Ohio Wesleyan Univ. ....	Shaker Heights, O.
Ryan, Bill Lee, B.A., 1954, Idaho State College .....	Pocatello, Idaho
Ryan, James Albert, Agr.-Bus. & Pub. Admin. ....	Jamesville, N.Y.
Scazzero, William Francis, B.S., 1952, Cornell Univ. ....	Ithaca, N.Y.
Schacht, Robert, B.B.A., 1954, City College of N.Y. ....	Brooklyn, N.Y.
Schrader, Richard Michael, Arts-Bus. & Pub. Admin. ....	Bethlehem, Pa.
Seymour, Paul Robert, Agr.-Bus. & Pub. Admin. ....	Buffalo, N.Y.
Shinjo, Tokuzo, B.A., 1954, Kyoto Univ. ....	Osaka-fu, Japan
Silberberg, Richard Leslie, Arts-Bus. & Pub. Admin. ....	Buffalo, N.Y.
Skeen, John Hall, Chem. Eng.-Bus. & Pub. Admin. ....	Greenwich, Conn.
Smith, Edythe Ann, Hotel Admin.-Bus. & Pub. Admin. ....	Oak Hill, N.Y.

- Sparrow, Frederick Tomlinson, B.S., 1953, Univ. of Michigan . . . . . Ann Arbor, Mich.  
 Stanton, Richard Alvin, Arts-Bus. & Pub. Admin. . . . . Upper Montclair, N.J.  
 Strong, Stewart Sherwood, Jr., Mech. Eng.-Bus. & Pub. Admin. . . . . Cuyahoga Falls, O.  
 Stull, John Burton, Agr.-Bus. & Pub. Admin. . . . . Chamblee, Ga.  
 Taherbhoy, Abdulhusein Saheb, Jai Mind College, 1954 . . . . . Bombay, India  
 Taniguchi, Yuichiro, LL.B., 1953, Kyoto Univ. . . . . Osaka, Japan  
 Tetz, Frank Floren, Arts-Bus. & Pub. Admin. . . . . Elmira, N.Y.  
 Thomas, Arthur Lawrence, B.A., 1952, Cornell Univ. . . . . Ithaca, N.Y.  
 Torrey, James Eugene, B.S.F.S., 1951, Georgetown Univ. . . . . Granite, Md.  
 Townsend, Richard Marvin, Arts-Bus. & Pub. Admin. . . . . Hartsdale, N.Y.  
 Trayford, Charles III, Arch.-Bus. & Pub. Admin. . . . . Huntington, N.Y.  
 Unbekant, Donald Edward, Civil Eng.-Bus. & Pub. Admin. . . . . Roselle Park, N.J.  
 Ward, Ann, B.S., 1943, Cornell Univ. . . . . Ithaca, N.Y.  
 Weicker, Frederick Ernest, Jr., Agr.-Bus. & Pub. Admin. . . . . Durango, Mexico  
 Weill, Sanford I., Arts-Bus. & Pub. Admin. . . . . Brooklyn, N.Y.  
 Wesselmann, Glenn Allen, B.A., 1954, Dartmouth College . . . . . Shaker Heights, O.  
 Williams, William Calvert, B.A., 1954, Kenyon College . . . . . Bay Village, O.  
 Yamklinfung, Prasert, B.A., 1953, Chulalongkorn Univ. . . . . Bangkok, Thailand  
 Zion, Earl Melvin, B.A., 1951, Cornell Univ. . . . . Ithaca, N.Y.

## CANDIDATES FOR THE MASTER'S DEGREE, 1957

- Arps, Edward Franklin, Civil Eng.-Bus. & Pub. Admin. . . . . Manhasset, N.Y.  
 Bahary, Emil Shaul, Mech. Eng.-Bus. & Pub. Admin. . . . . New York, N.Y.  
 Cowie, Robert Arthur, Mech. Eng.-Bus. & Pub. Admin. . . . . Garden City, N.Y.  
 Findlay, David Beals, Jr., Mech. Eng.-Bus. & Pub. Admin. . . . . New Canaan, Conn.  
 Lewis, William Carroll, Elec. Eng.-Bus. & Pub. Admin. . . . . Ithaca, N.Y.  
 Liedell, James Edwin, Mech. Eng.-Bus. & Pub. Admin. . . . . Brookside, N.J.  
 Pollak, Edward Barry, Chem. Eng.-Bus. & Pub. Admin. . . . . Hollis, N.Y.  
 Pramoolpol, Chukiat, LL.B., 1951, Thamsoot Univ. . . . . Bangkok, Thailand  
 Strouce, Richard Arnold, Civil Eng.-Bus. & Pub. Admin. . . . . Bethlehem, Pa.

## PARTICIPANTS IN THE EXECUTIVE DEVELOPMENT PROGRAM, 1954

- John Babcock, Sales Production Manager, (New Idea Division,  
 Avco Manufacturing Corporation) . . . . . Coldwater, O.  
 Richard F. Blake, Production Planning Manager, (General Products Division,  
 Owens-Corning Fiberglass Corporation) . . . . . Newark, O.  
 Joseph J. Brown, Manager North Malaya District, (Standard-Vacuum  
 Oil Company) . . . . . New York, N.Y.  
 Karl D. Butler, Farm Counselor to President, (Avco Manufacturing Company)  
 Ithaca, N.Y.  
 John D. Clark, Assistant Plant Manager, (Explosives Division,  
 Olin Industries, Inc.) . . . . . E. Alton, Ill.  
 Henry F. Devens, Assistant Sales Manager, (Western Brass Mills,  
 Olin Industries, Inc.) . . . . . E. Alton, Ill.  
 Edwin S. Farley, Vice-President Sales, (Richmond Engineering Company)  
 Richmond, Va.

- Daniel B. Goldberg, Assistant General Counsel, (The Port of New York Authority) ..... New York, N.Y.
- William H. Haussler, Manufacturing Engineer, (Utica Drop Forge and Tool Corporation) ..... Utica, N.Y.
- Donald W. Heil, Chief Process Engineer, (Standard Oil Company (Ohio) Covington, Ky.
- Caleb K. Hobbie, Assistant Manager, Egg Marketing Division, (Cooperative G.L.F. Exchange, Inc.) ..... Ithaca, N.Y.
- Ernest A. Johnson, Jr., Department Head, (Mathieson Chemical Corporation) ..... Metuchen, N.J.
- Kenneth Kuhn, Division Chief, (National Security Agency) ... Washington, D.C.
- Alton G. Marshall, Secretary, Public Service Commission, (State of New York) Albany, N.Y.
- Alvin C. Meixner, Sales Manager, Generator Sales Section, (Westinghouse Electric Corporation) ..... E. Pittsburgh, Pa.
- William C. Merrett, Chief Geophysicist, (Creole Petroleum Corporation) Caracas, Venezuela
- George W. Meyer, Manager, Mutual Funds Department, (Bache and Company) New York, N.Y.
- Howard J. Nelson, Assistant General Foreman, (Ohio Industries, Inc.) Wood River, Ill.
- Carl G. Pansegrau, Senior Assistant Comptroller, (International Telephone and Telegraph Company) ..... New York, N.Y.
- George R. Plass, Product Group Manager, (General Foods Corporation) White Plains, N.Y.
- Harold C. Reasoner, Assistant Director, Project Engineering, (Detroit Edison Company) ..... Detroit, Mich.
- Howard W. Searight, Assistant Chief Draftsman, (Grumman Aircraft Engineering Corporation) ..... Bethpage, N.Y.
- E. Scott Tilley, Deputy Comptroller, (Bureau of Ordnance, U.S. Navy) Washington, D.C.
- William Wahl, Accounting Manager, (General Foods Corporation) White Plains, N.Y.
- George C. Watrous, Production Control Manager, (Electrical Division, Olin Industries, Inc.) ..... New Haven, Conn.







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



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

