The College of Business Administration seeks to prepare men and women for positions as executives and specialists in business. Seeing the business firm as operating in a dynamic social, political, and economic environment, the college has four functions with respect to its purpose: (a) to offer its students the firm base of liberal education consistent with that possessed by all educated people; (b) to present to its students business-oriented instruction in professional fields so that they may understand the business process as a whole and the function of specific areas of business in particular; (c) to associate closely with other colleges of the University in order to enrich the understanding of its students by offering an opportunity to learn from psychology, sociology, and other areas related to the behavior of people; (d) to develop in its students the ability to see their four years in the college as the initial step to a lifetime commitment to personal growth and intellectual maturity through continuing education.

The college centers its teaching, subject matter, and research activity around two themes: the manager as a planner, decision maker, implementer, and controller of operations in a business firm; and the manager as an analyst of and an adapter to the larger social, economic, and political environment in which the firm exists.

The nationally recognized body which accredits programs in business administration is the American Assembly of Collegiate Schools of Business (AACSB). The college has been a member of AACSB since 1941, and both its undergraduate and graduate programs are fully accredited.

**Association and Progression**

Students wishing to receive a degree in business administration must seek association with the College. Details of the requirements for association are found on page 28 of this catalog.

**Students Advising Center**

The College of Business Administration maintains a Student Advising Center. The center is staffed with full-time academic advisers to assist the freshman and sophomore student on a individual basis with their programs. Junior and senior students are assigned to advisers from the faculty of the student's selected major. The objective of working with students individually is to assist them in their own particular needs for academic information and to prepare them to answer their own questions and concerns.

**Center for Business and Economic Research**

The staff of the Center for Business and Economic Research engages in studies of the business and economic environment in Tennessee, the Southeast, and the nation. The center serves the business community, state government, individuals, and the University through dissemination of information, and aids the faculty in preparing research proposals. Staff members conduct research in regional economics, public finance, demography, and related socio-economic problems. The center publishes results of its research and that of others, in monograph form, so that significant developments in the various business disciplines can achieve widespread exposure. In addition, the center staff does contract research on business and economic problems for governmental organizations and private industry. As periodicals, the center publishes the Tennessee Statistical Abstract and the Survey of Business.

The center is a member of the Southeastern Economic Analysis Conference and the Association for University Business and Economic Research.

**Management Development Programs Department**

The Management Development Programs Department offers a wide variety of programs ranging from two- to three-day public seminars and customized "in plant" programs to the four-week University of Tennessee Executive Development Program. The University of Tennessee Executive Development Program (TEDP) is designed to provide extensive continuing educational opportunities for executives from firms and organizations in Tennessee, the South, and nationally. The major objectives of the program are to prepare and develop executives for increasingly higher levels of management responsibility and to sharpen existing executive skills needed for comprehensive decision making and leadership. Other major aims of the TEDP are to teach the fundamentals of analytical thinking and the use of the decision tools, and to examine the economic, political, technological, and other environmental factors affecting the firm's operations.

The TEDP limits enrollment and participants live on campus for a total of four weeks spread over a three-month period. The fall Executive Seminar brings participants and spouses of all TEDP classes back to campus for sessions on relevant topics and current key issues. The Executive Seminar offers a continuing opportunity for personal growth and professional development. This arrangement provides executives with extensive opportunities to exchange ideas and operational concepts with contemporaries in other business areas and with TEDP faculty as well.

The faculty for the TEDP consists of senior professors who teach business-related subjects in the University's graduate programs and nationally recognized professors of other institutions. Each participating faculty member has deep experience in either consultation with...
or actual operations in business and industry. The TEDP faculty is augmented by outstanding practitioners in their fields of business and industry.

Cooperative Program in Business

The College of Business Administration offers qualified students, who have completed at least one year of work at the University and whose grades conform to the standards set by the college, the opportunity to participate in the Cooperative Program in Business which, under the direction of a coordinator, combines classroom study with practical experience. Effort is made to place students in jobs which offer maximum educational and financial advantages. Students alternate quarterly between work in business or industry and study at the University.

The Cooperative Program gives the student an opportunity for practical experience, develops a sense of responsibility and cooperation, helps in selecting a vocation, creates greater interests and incentive in studies, enables the earning of part of expenses, and may lead to permanent employment after graduation.

The student may earn a maximum of nine hours of elective credit for field work but must do a satisfactory job as determined by the employer and coordinator, including reports covering job experiences.

All students interested in the program are referred to the Center for Extended Learning, Student Services Building.

Preparation for Teaching

Students desiring to teach business, economics, or distributive subjects in the secondary schools of Tennessee may follow majors in accounting, office administration, or marketing and also meet the requirements for certification by the State Department of Education.

Students should consult an adviser in business or distributive education regarding the proper courses.

Master's and doctoral degree programs leading to teaching in junior and senior colleges or universities are available.

Business Minor for Non-Business Majors

Students who are non-business majors, but who wish to attain a minor in business, must successfully complete 21 hours of the following required courses: Accounting 2110-20-30; Economics 2110-20-30, and Statistics 2100. Also, 15 hours of upper-division business electives must be taken at UTK. Not more than six upper-division hours of accounting, economics, or statistics may be used for this minor. Students are responsible for meeting prerequisites listed for any upper-division courses taken in a particular concentration. Acceptance of the minor must have approval of the student's college of enrollment. Minors are unavailable to College of Business Administration students.

Course Load

The normal course load for a quarter is 15-17 hours. The maximum number of hours which may be taken by a freshman is 18. Other students may take 19. In unusual circumstances permission to take a course load in excess of these maximums may be granted by the Assistant Dean for Undergraduate Programs in Business Administration.

Requirements for All Curricula

In order to qualify for the Bachelor of Science in Business Administration degree a student must have been accepted for association with the College at the upper division level, complete the curriculum outlined by the major department. Where no course number is indicated or where a choice is allowed, the student will fulfill the requirement by selecting from specified courses. Where electives are provided, the courses taken must meet the approval of the advisor. Non-departmental electives are considered as courses outside the student's major department. No more than 42 hours are permitted in any one subject area.

A maximum of 30 credit hours of unconventionally graded (S/NC, P/F, P, etc.) courses may be applied to the total credit hours required for a degree of Bachelor of Science in Business Administration. Such credit hours may be used to meet only the requirements identified in the curriculum as "non-business electives," "non-departmental electives," "business and/or non-business electives," and "business electives." A Management Science Option is available for students with facility and interests in mathematical applications to business. See page 87.

NOTE: Students are advised to consult the University's degree requirements as stated in the front section of this catalog as well as the requirements for the college or department.

BUSINESS CORE REQUIREMENTS

The following core courses are required in all business curricula: Accounting 2110-20-30 (2110-20, 2110-30 for accounting and management majors); Business Administration 4430; Business Law 4110 and 4120; Economics 211020-30; Finance 3510 (Political Science 4370 for public administration majors), 3210-30, Management 2110, 2110-3110 (3111 for management majors); Marketing 3110-20; Office Administration 2750 or Computer Science 1410 (3150 for Management Science Option); and Statistics 2100 and three hours of upper-division statistics electives or as designated by the curriculum (3450-60 for Management Science Option).

ENGLISH REQUIREMENT

The English requirement can be fulfilled by both English 1010 or 1011; 1020 and either 1031, 1032, or 1033, as well as hours selected from English 2150-20-30, 2540, 2560-70-80, 2660-70-80. Speech 2311, unless specifically required by a curriculum, may be used to satisfy four of the elective English hours required. English courses beyond 1000 level may lead to permanent employment after graduation.

The English requirement can be fulfilled by any eight-hour sequence (any eight-hour sequence plus any additional four hours of natural science for the business education curriculum) in any of the following fields: biology, botany, chemistry, geology, or physics.

SOCIAL SCIENCE REQUIREMENT

The social science requirement can be fulfilled by selecting from the following courses: Anthropology 2510-20-30; Geography 1610-20, 2110-20-30; History 2110-20, 2150-20-30, 2410-20, 2510-20, 2510-30; Political Science 2020, 2510-20 (2518-28); Psychology 2500 (2518), 2510-20, 2510-30; Religious Studies 2610 (2611), 2620; and Sociology 1510-20. Students who have not completed a year of American history in high school must select American History 2510-20 or 2518-28 and 2511 or 2521 as part of the 16 hours of social sciences.

COMPUTER SCIENCE REQUIREMENT

A computer programming course satisfies this requirement: Computer Science 1410 or Office Administration 2750 is recommended.

Accounting

The curriculum provides preparation for professional accounting careers in public accounting, industry, and government. Graduates are eligible for the CPA examination in Tennessee.

Transfer Students: A minimum of 30 quarter hours of required upper-division College of Business Administration courses must be completed in residence at The University of Tennessee Knoxville. These courses must include a minimum of 15 hours of accounting courses numbered 3000 or above and must include Accounting 4110, 4140, 4430, and 4630. Transfer students with nine quarter hours of introductory accounting will receive six hours of credit in Accounting 2110-20 and three hours of lower division accounting credit.

Freshman

<table>
<thead>
<tr>
<th>Hours Credit</th>
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<tbody>
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<td>English 1010 or 1011; 1020; 1031 or 1032; 1033.</td>
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<td>Mathematics 1540-50-60 or 1840-50-60.</td>
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<tr>
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<tr>
<td>*Non-business electives...</td>
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<td>**Non-business electives...</td>
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<tr>
<td>**Sophomore</td>
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<td>*English electives...</td>
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<tr>
<td>Speech 1010 or 2361...</td>
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<tr>
<td>Statistics 2100...</td>
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<td>Accounting 4430, 4440...</td>
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<td>Accounting 4530...</td>
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<tr>
<td>Business and/or non-business electives...</td>
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</tr>
</tbody>
</table>

TOTAL: 193 hours

*See Requirements for All Curricula.

**It is strongly recommended that accounting majors select one of their English electives from English 3640 or 4400.

**At maximum of 6 hours may be taken in accounting courses.

Students who plan to enter the Master of Accountancy program are encouraged to take Accounting 3510 and 420 and Business Law 4350.
Banking

Students planning careers in management of commercial banks and branches, or as trust officers, investment or loan officers, or in savings or industrial banks, the Federal Reserve System, international monetary institutions, or state and federal banking regulatory agencies may major in banking.

Transfer Students: A minimum of 30 quarter hours of required upper-division College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 12 hours of finance courses.

<table>
<thead>
<tr>
<th>Hours</th>
<th>Credit</th>
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<tbody>
<tr>
<td>I</td>
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<td>II</td>
<td></td>
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<tr>
<td>III</td>
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</tr>
</tbody>
</table>

| 1See Requirements for All Curricula. |
| 2To be taken when topic is banking. |

Business Education

This major is offered in cooperation with the Department of Vocational Technical Education in the College of Education. The program meets requirements for certification in business subjects as approved by the State Department of Education. At least a C average must be made in each endorsement area in business for which a student is to be recommended. Additional information is available from Dr. Betty J. Brown, Business Education Coordinator.

<table>
<thead>
<tr>
<th>Hours</th>
<th>Credit</th>
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<tbody>
<tr>
<td>I</td>
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<td>II</td>
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<td>III</td>
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</tbody>
</table>

| 1See Requirements for All Curricula. |
| 2To be taken when topic is banking. |

Economics

The Department of Economics offers specialized courses for those who desire to serve as economic analysts and specialists in business, government, and various international agencies. The curriculum requirements for an economics major in the College of Business Administration are listed below with an additional explanation given on page 90. Freshman students may also elect to major in economics in the College of Liberal Arts or to become certified to teach economics in the secondary schools through the College of Education. See page 104 for further details.

Transfer Students: A minimum of 30 quarter hours of required upper-division College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 15 hours of economics courses.

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<thead>
<tr>
<th>Hours</th>
<th>Credit</th>
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<tbody>
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<td>I</td>
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<td>II</td>
<td></td>
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<tr>
<td>III</td>
<td></td>
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</tbody>
</table>

| 1See Requirements for All Curricula. |
| 2To be taken when topic is banking. |

Finance

Curricula in the finance department include those in finance, banking, insurance, and real estate and urban development. The finance curriculum offers courses in the following areas: business financial management, security analysis and investments, financial institutions, and monetary theory and policy.

Transfer Students: A minimum of 30 quarter hours of required upper-division College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 12 hours of finance courses.

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<thead>
<tr>
<th>Hours</th>
<th>Credit</th>
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<tbody>
<tr>
<td>I</td>
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<td>II</td>
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<td>III</td>
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</tbody>
</table>

| 1See Requirements for All Curricula. |
| 2To be taken when topic is banking. |

General Business

This major is for those who desire a broad business background without extensive concentration in any single business field. To that end it includes advanced work beyond the introductory courses in accounting, economics, finance, personnel management, marketing, statistics, and transportation as specified below.

Transfer Students: A minimum of 30 quarter hours of required upper-division College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 12 hours of accounting, economics, and finance courses.

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<tr>
<th>Hours</th>
<th>Credit</th>
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<tbody>
<tr>
<td>I</td>
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<td>II</td>
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<td>III</td>
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</tbody>
</table>

| 1See Requirements for All Curricula. |
| 2To be taken when topic is banking or finance. |
Insurance

The insurance major is for students planning careers in business risk management, insurance company and bureau administration, actuarial work, pension administration, life underwriting, estate planning, property-casualty agency management, insurance consulting, loss adjustment, and state regulation of insurance. Graduates are eligible to take the national examinations for C.L.U. or C.P.C.U. designation.

Transfer Students: A minimum of 30 quarter hours of required upperdivision College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 12 hours of insurance courses.

Management

This major is designed for students interested in management. All students complete a set of courses designed to provide a basic understanding of management of business organizations and also complete one of the following concentrations.

Operations Management—designed for students who wish to prepare for careers in operations, in manufacturing and service industries, including the specific fields of management, scheduling and control, work measurement, quality assurance, and supervision.

Personnel Management—designed for students who wish to prepare for careers in personnel management, including the specialized fields of employment, wage and salary administration, job evaluation, training, and human resources management.

General Management—designed for students who do not wish to specialize in operations or personnel. This concentration allows flexibility so that students tailor their programs of study to fit their career goals by selecting from a set of both departmental and non-departmental courses.

Transfer Students: A minimum of 30 quarter hours of required upper division College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include at least 15 hours of management courses including 4210, 4320, 4460.

Freshman

**Hours Credit** I II III

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours Credit</th>
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<tbody>
<tr>
<td>English 1010 or 1011; 1020; 1031 or 1032 or 1033</td>
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<tr>
<td>Mathematics 1540-50 or 60 or 1840-50-60</td>
<td>4</td>
</tr>
<tr>
<td>Natural science electives</td>
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<tr>
<td>Nonbusiness elective</td>
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<tr>
<td>Social science electives</td>
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Sophomore

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours Credit</th>
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</thead>
<tbody>
<tr>
<td>English elective</td>
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</tr>
<tr>
<td>Accounting 2110-20-30</td>
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</tr>
<tr>
<td>Economics 2110</td>
<td>3</td>
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<tr>
<td>Computer science elective</td>
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<tr>
<td>Non-business electives</td>
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Junior

<table>
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<tr>
<th>Course</th>
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<tbody>
<tr>
<td>Business Administration 4430</td>
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<tr>
<td>Business Law 4110-20</td>
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<tr>
<td>Economics 4410</td>
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<tr>
<td>Financial Management 4400*</td>
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<tr>
<td>Office Administration 4320</td>
<td>3</td>
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<tr>
<td>Business elective</td>
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<tr>
<td>Finance 4710-20</td>
<td>3</td>
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<tr>
<td>Insurance 4740-50</td>
<td>3</td>
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<tr>
<td>Business and/or non-business electives</td>
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</table>

Total: 187 hours

Marketing

This major is designed to prepare students for careers with companies engaged in the marketing of consumer and industrial goods and their distribution by manufacturers, wholesalers, and retailers. The curriculum trains students for positions in sales, advertising, promotion, research, and marketing management. The integrated sequence of courses enables students to obtain broad training in the analysis of marketing decision problems.

Transfer Students: A minimum of 30 quarter hours of required upperdivision College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include the following required upper division courses: 4210, 4320, 4450, 4710.

Freshman

**Hours Credit** I II III

<table>
<thead>
<tr>
<th>Course</th>
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<td>English 1010-20; 1031 or 1032 or 1033</td>
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<td>Mathematics 1540-50 or 60 or 1840-50-60</td>
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Sophomore

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<td>Accounting 2110-20</td>
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Junior

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<th>Course</th>
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<td>Non-business elective</td>
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<tr>
<td>Operations concentrations</td>
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TOTAL: 187 hours
Office Administration

Students entering the field of office administration may choose a specialized program to prepare for supervisory, administrative, or managerial positions in the office. Those selecting the office administration major should meet certification requirements by taking the appropriate education courses in consultation with the faculty advisor.

Transfer Students: To graduate with a major in office administration, a minimum of 30 quarter hours of required upper-division College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. A minimum of 12 hours must be in office administration.

**Requirements for All Curricula.**

1. Twelve hours of courses are required for all curricula.

2. See Requirements for All Curricula.

**Office Administration**

This major is for students who wish to prepare for management positions in the public service. In general, it presents a combination of general education together with studies in governmental and business management. It is designed to give initial preparation for such governmental employment or as organization and methods work, budgeting work, and personnel management.

### Hours Credit

<table>
<thead>
<tr>
<th>Course</th>
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<th>III</th>
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<td>18</td>
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<td>English 1010 or 1011; 1020, 1031 or 1032 or 1033</td>
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<td>Mathematics 1540-50-60 or 1840-50-60.</td>
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<tr>
<td>Business Administration 3110.</td>
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<tr>
<td>Social science electives.</td>
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<tr>
<td>Non-departmental electives.</td>
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<tr>
<td>Non-business electives.</td>
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<tr>
<td>Sophomore</td>
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<tr>
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<td>Statistics 2100.</td>
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<td>Office Administration 2750.</td>
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<tr>
<td>Non-departmental electives.</td>
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<td>Junior</td>
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<tr>
<td>Management 3310, 3310.</td>
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<tr>
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<td>Statistics 3100-30.</td>
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<td>Computer science elective.</td>
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<td>Finance 4530-50-60.</td>
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<tr>
<td>Business and/or non-business electives.</td>
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<tr>
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</tr>
<tr>
<td><strong>Total:</strong> 187 hours.</td>
<td>187</td>
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<td>187</td>
</tr>
</tbody>
</table>

**Real Estate and Urban Development**

This major is designed for students who are interested in the many fields of business and government where real estate is of significance. Such fields include real estate brokerage, appraising, taxation, law, property management, real estate development, mortgage lending and mortgage banking, construction, government loan guarantees, and insurance.

Transfer Students: A minimum of 30 quarter hours of required upper-division College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 12 hours of real estate and urban development courses.

### Hours Credit

<table>
<thead>
<tr>
<th>Course</th>
<th>I</th>
<th>II</th>
<th>III</th>
</tr>
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<tbody>
<tr>
<td>Freshman</td>
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<td>9</td>
<td>18</td>
</tr>
<tr>
<td>English 1010 or 1011; 1020, 1031 or 1032 or 1033</td>
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<tr>
<td>Mathematics 1540-50-60 or 1840-50-60.</td>
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<tr>
<td>Political Science 3110-30, 4320, 4350, 4360, 4460, 4470.</td>
<td>4</td>
<td>4</td>
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<tr>
<td><strong>Total:</strong> 187 hours.</td>
<td>187</td>
<td>187</td>
<td>187</td>
</tr>
</tbody>
</table>

**Statistics**

A major in statistics is recommended for students interested in positions involving process control and quantitative research in business, industry, and government.

### Hours Credit

<table>
<thead>
<tr>
<th>Course</th>
<th>I</th>
<th>II</th>
<th>III</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman</td>
<td>9</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>English 1010 or 1011; 1020, 1031 or 1032 or 1033</td>
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<tr>
<td>Mathematics 1540-50-60 or 1840-50-60.</td>
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<td>Natural science electives.</td>
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<tr>
<td>Business and/or non-business electives.</td>
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</tr>
<tr>
<td><strong>Total:</strong> 187 hours.</td>
<td>187</td>
<td>187</td>
<td>187</td>
</tr>
</tbody>
</table>

**Transportation and Logistics**

A major in transportation and logistics is recommended for students who plan careers with: (1) common carriers (private companies that supply freight and/or passenger services); (2) industrial and marketing organizations that coordinate traffic, warehousing, and related distribution activities to achieve optimal business logistics systems; or (3) transport regulatory and planning agencies at all levels of government.

The program prepares students for the examinations of the American Society of Traffic...
and Transportation. A number of scholarships for transportation and logistics majors are available.

To graduate with a major in transportation and logistics, a minimum of 30 quarter hours of required upper-division College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 21 hours of transportation and logistics courses in residence.

**Management Science Option**

The increasing use of electronic computers and modern management methods by industry and business has created a rapidly growing demand for persons capable of using mathematics, statistics, and computer methods for the use of quantitative techniques in solving management problems, in response to this growing demand, the College of Business Administration has established a Management Science Option which is available to qualified students who wish to prepare themselves for careers involving this type of work.

The Management Science Option is designed for students who have demonstrated a high level of ability in mathematics and who are interested in applying this ability toward solving management problems. The Management Science Option is available to students majoring in accounting, finance, general business, industrial management, marketing, personnel management, real estate and urban development, statistics, and transportation.

**Accounting M.S.O.**

Transfer students with nine quarter hours of introductory accounting will receive six hours of credit in Accounting 2110-20 and three hours of lower-division accounting credit. These students must take as one of their technical electives an upper-division course approved by the accounting department adviser, and it must not be an accounting course.

Transfer Students: An option in Accounting M.S.O. requires a minimum of 30 quarter hours of required upper-division College of Business Administration courses which must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 15 hours of accounting courses numbered 3100 or above and must include Accounting 4110, 4630, and either 4140 or 4430.

**Finance M.S.O.**

Transfer Students: An option in Finance M.S.O. requires a minimum of 30 quarter hours of required upper-division College of Business Administration courses which must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 12 hours of accounting, economics, and finance courses.

<table>
<thead>
<tr>
<th>Hours</th>
<th>Credit</th>
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<tbody>
<tr>
<td>I</td>
<td>11</td>
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<tr>
<td>II</td>
<td>11</td>
</tr>
<tr>
<td>III</td>
<td>11</td>
</tr>
</tbody>
</table>

TOTAL: 187 hours

*See Requirements for All Curricula.*

**General Business M.S.O.**

Transfer Students: An option in General Business M.S.O. requires a minimum of 30 quarter hours of required upper-division College of Business Administration courses which must be completed in residence at The University of Tennessee, Knoxville. These must include a minimum of 12 hours of accounting, economics, and finance courses.

<table>
<thead>
<tr>
<th>Hours</th>
<th>Credit</th>
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<tbody>
<tr>
<td>I</td>
<td>11</td>
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<tr>
<td>II</td>
<td>11</td>
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<tr>
<td>III</td>
<td>11</td>
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</tbody>
</table>

TOTAL: 187 hours

*See Requirements for All Curricula.*
Management 3010, 3111, 3210
Finance 3120-30
Finance 3150
Marketing 3110-20
Economics 3420
OPERATIONS OF PERSONNEL
CONCENTRATIONS
Industrial Engineering 3600
GENERAL MANAGEMENT
CONCENTRATION
1. Concentration elective
Senior
Business Law 4110-20
Business Administration 4430.
Management 4210, 4320, 4460
Management 4610-20
Business and/or non-business electives
2. Concentration electives
PERSONNEL CONCENTRATION
Management 4410, 4420, 4470
3. Concentration electives
FEDERAL MANAGEMENT
CONCENTRATION
2. Concentration electives
TOTAL: 187 hours
1See Requirements for All Curricula.
2Concentration electives: Accounting 4530, Business Administration 4430; Computer Science 3410, 3510.
Economics 4470, Industrial Engineering 3600, Insurance 3020, 4720; Journalism 3710; Management 3330, 4230, 4410, 4420, 4470, 4610, 4630. Students may, with the approval of their advisers, substitute other career-relevant courses for concentration electives.
3Half of the concentration electives in the general management concentration must be courses offered by the Department of Management.
Marketing M.S.O.
Transfer Students: An option in Marketing M.S.O. requires a minimum of 30 quarter hours of required upper-division College of Business Administration courses which must be completed in residence at The University of Tennessee, Knoxville. These must include the following required marketing courses: 3210, 4210, 4510, 4650, 4710.
Freshman
English 1010 or 1011; 1020; 1031 or 1032 or 1033
Mathematics 1840-50-60
Math 1032 or 1033
Natural science electives
1Social science electives
1Non-business elective
Sophomore
Accounting 2110-20
Mathematics 2840-50-60
Economics 2110-20-30
English elective
3Social science electives
1Non-business elective
Junior
Accounting 3210
Accounting 3110 or 3220 or 3430
Computer Science 3150
Economics 3110
Economics 3120 or 3210 or 3340 or 3410
Finance 3120-30
Management 3110-20
Management 3110-20
Marketing 3210
Marketing 4510
Statistics 3550
Transportation 3110
Senior
Business Administration 4430
Business Law 4110-20
Management 4110-20
Marketing 4210
Marketing 4650
Business electives (9 hours from Marketing 4140, 4510, 4230, 4440, 4520, 4860, 4818-28, Transportation 4720, Business Administration 4610)
Marketing 4710.
Transportation 3115.
Business and/or non-business electives.
1Non-departmental elective
TOTAL: 187 hours
1See Requirements for All Curricula.
2It is strongly recommended that marketing majors select as many of their electives as possible from courses in psychology and sociology.
Real Estate and Urban Development M.S.O.
Hours Credit
English 1010 or 1011; 1020; 1031 or 1032 or 1033
Math 1840-50-60
Economics 2140-50-60
Management 4610-20
Marketing 4650
Statistics 4310, 4410, 4750
Economics 2110
Business Administration 4430
Marketing 4710
Transportation 3115
Business and/or non-business electives
1Non-departmental elective
TOTAL: 187 hours
1See Requirements for All Curricula.
Graduate Studies
The College of Business Administration offers advanced programs in economics leading to the Master of Arts, the Master of Science, the Master of Arts in College Teaching, and the Doctor of Philosophy degrees. The Master of Business Administration degree program is offered in the fields of accounting, economics, finance, forest industries management, governmental financial administration, management, management science, marketing, real estate and urban development, statistics, and transportation and logistics. The Master of Accountancy is offered in accounting. The Doctor of Business Administration degree program is offered in the fields of accounting, finance, management, marketing, and transportation and logistics. Advanced programs in management science lead the M.S. and the Ph.D. degrees. The M.S. degree in statistics is also available. The M.S. and the Ph.D. degrees are granted in industrial and organizational psychology jointly with the Department of Psychology. This college and the College of Law offer a coordinated dual program leading to the conferral of both the Doctor of Jurisprudence and the Master of Business Administration degrees. See the Graduate Catalog for detailed information. Students applying for the MBA, M.Acc., and DBA programs are required to take the Graduate Management Admission Test (GMAT). Applicants for the M.A., M.A.C.T., M.S., and Ph.D. programs take the Graduate Record Examination (GRE). Applicants whose native language is other than English must submit results of the Test of English as a Foreign Language (TOEFL) unless a degree has been earned at an accredited U.S. institution attended by the applicant for four academic years within five years prior to date of application. Scheduled dates and locations for taking these examinations may be obtained from Educational Testing Service, P.O. Box 966, Princeton, New Jersey 08540, and from most colleges and universities.
Application requirements vary with different graduate programs. Inquiries should be addressed to the Assistant Dean for Graduate Programs, College of Business Administration, The University of Tennessee, Knoxville, Tennessee 37996-0570.
Statistics M.S.O.
Hours Credit
English 1010 or 1011; 1020; 1031 or 1032 or 1033
Mathematics 1840-50-60
Economics 2140-50-60
Management 4610-20
Marketing 4650
Statistics 4310, 4410, 4750
Economics 2110
Business Administration 4430
Marketing 4710
Transportation 3115
Business and/or non-business electives
1Non-departmental elective
TOTAL: 187 hours
1See Requirements for All Curricula.
Departments of Instruction
Accounting and Business Law
Professors:
C.P.A.
Accounting (009)

2110-20 Fundamentals of Accounting (3,3) Introductory courses in financial accounting theory and practice with emphasis on preparation, reporting, and analysis of financial information. Prereq to all other courses in accounting except for engineering majors. Courses must be passed in sequence. Prereq: For 2110, Math 1550 or equivalent.


3110-20-30 Intermediate Financial Accounting (3, 3, 3) Indepth study of theory, principles, and procedures related to the valuation of assets, liabilities, and equities; measurement of periodic income and the presentation of financial statements. Prereq: 2110 or 3110; 3110 with a grade of C or better for 3120; and 3120 with a grade of C or better for 3130.

3158 Honors: Intermediate Accounting (3) Intermediate financial accounting theory designed for increased enrichment of student with superior ability and interest. Prereq: Same as for 3130 and consent of department head. Substitutes for Accounting 3130 in student's program.

3210-20-30 Managerial Cost Accounting (3, 3, 3) An in-depth analysis of the use of cost data for external reporting and planning and control. Special topics include product costing, budgeting, performance evaluation, and the role of cost data in decision models. Prereq: 2110 or 2210 and Mathematics 1560 or 1810. Credit not given for both 2130 and 3210. Prereq, for 3220: 3210 and Statistics 2100 or 3450. Prereq: for 3230: 3220 with a grade of C or better and Statistics 3220 or 3460.

3238 Honors: Managerial Cost Accounting (3) Designed for increased enrichment of student with superior ability and interest. Prereq: Same as for 3230 and consent of department head. This course substitutes for accounting 3230 in student's program.


3510 Not-for-Profit Accounting (3) Theory and practice of budgeting, financial and managerial accounting and reporting, planning-programming, budgeting, and auditing for not-for-profit entities. Prereq: 3210 or equivalent.

4110 Principles of Auditing (3) Role of auditing in society, professional auditing standards, auditor's legal responsibility, governmental control, use of statistical sampling, and evaluation, and reporting. Prereq: 3310 with a grade of C or better; Computer Science 3910. Prereq or coreq: Statistics 3410.

4118 Honors: Principles of Auditing (3) Introductory course in auditing designed for increased enrichment of student with superior ability and interest. Prereq: Same as for 4110 and consent of department head. Substitutes for accounting 4110 in student's program.

4120 Advanced Auditing (3) Case-oriented course including audit of specific asset, liability, revenue, and expense accounts, with emphasis on reporting, data processing, statistical sampling, and internal auditing. Prereq: 4110 with a grade of C or better.

4140-50 Advanced Financial Accounting (3, 3) Analysis of issues and alternatives in advanced problem areas including business combinations, partnerships, foreign operations, interim reporting, price level and current value accounting, interim reporting, pensions, leases, and selected other current topics. Courses are not required to be taken in sequence. Prereq for either: 3130 with a grade of C or better.

4148 Honors: Accounting for Business Combinations (3) Designed for increased enrichment of student with superior ability and interest. Prereq: Same as for 4140 and consent of department head. Substitutes for Accounting 4140 in student's program.

4158 Honors: Advanced Accounting (3) Designed for increased enrichment of student with superior ability and interest. Prereq: Same as for 4450 and consent of department head. Substitutes for Accounting 4150 in student's program.

4430 Advanced Federal Taxes (3) Fundamental problems of federal taxation with emphasis on alternatives available for reporting taxable income. Prereq: 3130 and 3430.

4438 Honors: Advanced Federal Taxes (3) Designed for increased enrichment of student with superior ability and interest. Prereq: Same as for 4450 and consent of department head. Substitutes for Accounting 4430 in student program.

4440 Taxation of Estates and Gifts (3) Topics include transfers at death, inter vivos transfers, life insurance, annuities, and employee death benefits, marital and other deductions and exemptions, and estate and gift tax returns. Prereq: 4430.

4630 Analysis and Design of Information Systems (3) General systems concepts, flow charting, planning and systems studies, determination of systems objectives, development and evaluation of design alternatives, implementation, documentation, and control. Prereq: Computer Science 3910.

4638 Honors: Analysis and Design of Information Systems (3) Designed for increased enrichment of student with superior ability and interest. Prereq: Same as for 4630 and consent of department head. Substitutes for Accounting 4630 in the student's program.

4950 Individual Research In Accounting (3) Special projects undertaken by undergraduate majors in accounting under direction of faculty members of professional rank. Prereq: 3130 with grade of C or better.

4960 Individual Research in Accounting (3) Special projects undertaken by undergraduate majors in accounting under direction of faculty members of professional rank. Prereq: 3130 with grade of C or better.

Graduate study. See page 88 for information on graduate programs.

5002 Non-Thesis Graduation Completion (3-15)

5010 Financial Accounting (3)

5020 Corporate Reporting Problems (3)

5030 Managerial Accounting (3)

5110 Seminar In Accounting Theory (3)

5120 Seminar In Advanced Auditing (3)

5130-40 Seminar in Current Accounting Topics (3, 3)

5160 Graduate Internship in Accounting (3)

5210-20 Seminar In Advanced Managerial Cost Accounting (3, 3)

5310 Auditing Concepts (3)

5320 Advanced Auditing (3)

5330 Advanced Income Tax (3)

5340 Consolidations and Business Combinations (3)

5420 Tax Research (3)

5430 Tax Planning (3)

5440 Taxation of Estates and Gifts (3)

5510 Not-for-Profit Accounting (3)

5630 Accounting Systems and EDP Concepts and Control (3)

5640 Seminar In Accounting Information Systems (3)

5950 Seminar In Accounting Research (3)

5990 Individual Research In Accounting (3)

6000 Doctoral Dissertation and Research

6110-20-30 Doctoral Seminar In Accounting (3, 3, 3)

Business Law (216)

4110 Environmental Business Law (3) Principles of law comprising legal environment appropriate to common business transactions. Strongly integrated with basic political and economic concepts. Review of U.S. legal system and business-related law.

4120 Law of Business Organizations and Regulation (3) General principles of law as they pertain to business and corporations, affecting formation and treatment of business enterprises. Prereq: 4110.

4130 Administrative Regulation of Business (3) Analyzes nature and extent to which business operations are controlled by administrative agencies operating at the federal, state, and local levels. Includes nature of administrative agencies, jurisdiction, administrative procedures, and significant laws administered by such agencies.

4330 Business Law (3) Fundamentals of business law designed for professional examination required for licensing or certification in fields of public accounting, certified public accounting, chartered property and casualty underwriters, chartered life underwriters, and certified professional secretaries.

Graduate

5010 Legal and Social Environment of Business (3)

Economics (283)

Professors: P. D. Qualls (Head), Ph.D. California (Berkeley); R. L. Bowby, Ph.D. Texas; S. L. Carroll, Ph.D. Harvard; W. E. Cole, Ph.D. Texas; G. R. Feiwel, Ph.D. McGill; C. G. Garrison, Ph.D. Kentucky; J. F. Holly (Emeritus), Ph.D. Clark; H. E. Jensen, Ph.D. Texas; F. Y. Lee, Ph.D. Michigan State; A. Mayhew, Ph.D. Texas; J. R. Moore (Associate Dean), Ph.D. Cornell; W. C. Neal, Ph.D. London School of Economics; G. A. Spiva, Jr., Ph.D. Texas.

Associate Professors: H. S. Chang, Ph.D. Vanderbilt; E. Gustoff, Ph.D. Stanford; H. W. Herzog, Jr., Ph.D. Maryland; L. K. Kaserman, Ph.D. Florida; K. E. Phillips, Ph.D. Washington (Seattle); A. M. Schlotmann, Ph.D. Washington (St. Louis).

Assistant Professors: D. P. Clark, Ph.D. Michigan State; C. B. Doris, Ph.D. Michigan State (Institute Technology); R. A. Hoffer, B.A. Old Dominion; J. W. Mayo, M.A. Washington (St. Louis); N. C. Modeste, Ph.D. Florida; J. L. Murphy, Ph.D. Michigan State; H. L. Thompson, Ph.D. Houston; E. D. Wickham, (Parttime) Ph.D. Rochester.

Volume Distinguished Service Professor.

Requirements for a major in economics consist of: (1) Economics 2110, 2120, and 2130 or equivalent hours; and (2) a minimum of 33 additional hours in upper-division economics courses. Economics 3110 (or 3111 and 3112) and 3120 are required as a part of the upper-division work and should be taken as early in the upper-division program as possible.

2001 Current Economics Problems (3) Discussion of selected economic policies and events. Several topics including controversial problems of current or continu-
College of Business Administration

ing interest will be considered. Emphasis will be on non-
technical treatment. Designed for non-economics and non-
College of Business Administration majors. May not be offered for degree requirements in business ad-
ministration, and may not be substituted for Economics
2110 or 2120 or 2130.

2110-20-30 Introductory Economics (3, 3, 3) 2110-
Basic economic concepts introduced through study of
economic goal-seeking behavior and the ideas of major
economists; organization of the U.S. Economy. 2120-
Macroeconomics: national income, money and bank-
ing, international trade, barriers to trade, regional trade
associations, exchange rates, and the adjustment process. Prereq:
2110 for both 2120 and 2130. Third-quarter standing
required for admission to 2110.

2118-28-38 Honors: Introductory Economics (3, 3,
3) Honors course designed for students of superior ability and interest. Entrance into 2118 requires a B average; selected third-quarter freshmen will be ac-
ccepted on basis of high school record, American Col-
lege Testing Program scores, and grade record during
first two quarters. Grade of B in 2118 is necessary for
entrance into 2128. An A or B in 2128 automatically
gives credit for 2128 also, with same grade. Students
making C or D in 2128 must take 2130 in order to
receive nine hours' credit.

3110 Intermediate Micro Theory (3) Allocation of
resources and price determination; market demand,
price theory; and consumer behavior. Students may not receive credit for both 3110 and 3111. Prereq:
2110, 2120.

3111 Intermediate Micro Theory I (3) Theory of
cost; production, factor demand, and demand; preferences, utility
and constrained utility maximization. Theory of ex-
change. Introduction to welfare economics. Theory of
prices. Students may not receive credit for both 3110 and 3111. Prereq: 2110, 2120.

312 Intermediate Micro Theory II (3) Theory of cost;
short run and long run. Theory of the firm and industry.
Derived demand and distribution theory. Introduction to
general equilibrium analysis. Selected topics. Prereq:
3111.

3120 Intermediate Macro Theory (3) Aggregate de-
mand, output, and level of employment; price level,
inflation, and deflation; economic growth. Prereq: 2110,
2120.

3120 Intermediate Economics I (3) Balance of pay-
ments, exchange rates, and the adjustment process. Prereq:
2110-20.

3121 International Economics II (3) Theory of inter-
national trade, barriers to trade, regional trade associa-
tions. Prereq: 2110, 2120.

3220 Principles of Economic Development (3) The-
ory of economic development with application to prob-
lem areas on local, regional, national, and international
levels. Treatment of employment, income and related aspects

3230 Regional Economics (3) Overview of regional
differences; theory of industrial, agricultural, and resi-
dential location; the economic basis for land use pat-
ters and central places; regional structure, growth and
methods of analysis; national assistance for regional
economic development. Prereq: 2120 and 2130.

3240 Economic History of the United States (3)
Historical developments in agriculture, industry, com-
munications, transportation, banking, and trade, and
changes in governmental economic policy. Prereq: 2120.

3620 Economic History of Europe (3) Beginnings of
capitalism in medieval Europe, expansion of Europe and
domination of mercantilism in early modern times, the
role of the government, changes in agricultural orga-
nization, and growing importance of commerce in the
19th century; two world wars and their economic con-

3310 Comparative Economic Systems (3) Descrip-
theories of economic goals, institutions and policies in different countries with emphasis on alterna-
tive organizational principles and structure. Systems ex-
plained include the Latin- and Anglo-American economies. Prereq:
2110-20-30.

3340 Government and Business I (3) Microeconomic objects and alternative public policies for their
achievement; prevention of monopoly and concentra-
tion through the antitrust laws; direct regulation of

3341 Government and Business II (3) Topics in an-
trustant law; direct regulation, and other forms of social
control; government-business competition, product and man-
agerial responsibility; government-business relations,
selected cases. Prereq: 3340.

3410 Principles of Labor Economics I (3) Supply of
and demand for labor, market wage determination,
application of analysis to issues such as minimum wage
laws, discrimination, unemployment, inflation, collective
bargaining, income distribution and human resources
policy. Prereq: 210030.

3420 Principles of Labor Economics II (3) American
labor history, structure and philosophy of contemporary
unions, nature of collective bargaining, and dispute

4000 Special Topics (3) Student-generated course
offered at convenience of department upon student
initiative. Subject matter and content determined by
students and instructor with approval of department.
Prereq determined by department each time course is
offered. Numerical grade is given to law students. May
be repeated for credit.

4110 Managerial Economics (3) Application of eco-
nomic theory to business decision making; emphasis
on profit objectives; measurement and forecasting de-
mand and costs, and capital budgeting. Prereq: 2110-
20-30.

4130 Business Cycles (3) Fluctuations in income,
employment, prices, and output in the economic sys-
tem; subjects discussed are historical facts concerning
booms and depression, statistical methods for analyz-
ing business fluctuations, theoretical explanations of
cycles, and policies that have been proposed to combat
them. Prereq: 3120 or consent of instructor.

4150 History of Economic Thought (3) Development
of economic thought, tools of analysis, and economics as a social science, behavior with an analysis of socio-
economic conditions which influenced this develop-
ment. Period covered: 1776 through 1936 . Prereq:
2110, 2120, 2130, and consent of instructor.

4170-90 Introduction to Mathematical Economics
(3, 3) Application of mathematical methods in theoreti-
cal study of micro and macro economic phenomena.
Designed for undergraduate students who have limited
training in analytic geometry and calculus. Must be
taken in sequence. Prereq: Economics 3110 and Math-
ematics 1840-50, or equivalent.

4220 Problems in International Trade and Econom-
ic Development (3) Problems of current importance in
fields both of international economics and economic development. Prereq: 3210 or 3220.

4231 The Political Economy of Latin America (3) De-
scription, analysis, and comparison of the major eco-

4232 The Political Economy of Asian Development (3) Description, analysis, and comparison of the major
economic problems and policies of India, China, and
Southeast Asian countries.

4233 The Political Economy of the Soviet Union and
Eastern Europe (3) Analysis of the major economic
strategies, policies, and problems of the Soviet Union
and Eastern Europe.

4260 Economics of Resources and Environmental
Policy (3) Economic analysis of environmental policy
and its effects on economic growth and development; natural
resources and impacts of growth on environment. Prereq: 2130.

4350 Industrial Organization Analysis (3) Monopoly
and the United States economy, market structure, business behavior, and economic perform-
ance and its interaction processes. Prereq: 2130.

4420 Economics of Human Resources (3) Analysis
of current problems in human resource development
and examination of policies aimed at solving these
problems. Discussion will include unemployment, edu-
cation and training, poverty and income redistribution,

4430 Labor Legislation (3) Economic background and
effects of governmental regulation of labor rela-
tions, with emphasis on detailed examination of Na-
tional Labor Relations Act as amended. Prereq: 3420.

4440 Labor Legislation (3) Social insurance, welfare
and governmental regulation as remedies for the prob-
lem of economic insecurity. Economics of the Social
Security Act, unemployment insurance, workers' com-

4740 Collective Bargaining (3) Legal framework of
bargaining, structure of bargaining, strategy and tac-
tics, subject matter of bargaining, industrial conflict,
dispute settlement and public sector bargaining. Stu-
dents will participate in a simulated bargaining exer-
cise. Prereq: 3420.

4990 Independent Study (1-4) Offers qualified stu-
dent opportunity to pursue topics or projects of special
interest. Prereq: Senior standing, 3.0 GPA in econom-
ics courses, and consent of instructor. May be re-
peated. Maximum total credit 4 hrs.

GRADUATE

See page 88 for information on graduate programs.

Economic Theory

5010 Introduction to Economic Analysis (3)

5020 Managerial Economics (3)

5030 Economic Fluctuations, Forecasting, and Stabi-
zation (3)

5090 Workshop in Economics (3-6)

5110 Fundamentals of Microeconomics (3)

5111-12 Microeconomic Theory I, II (3,3)

5120 Fundamentals of Macroeconomics (3)

5121-22 Macroeconomic Theory I, II (3,3)

5150 History of Economic Thought (3)

5180-90 Mathematical Methods in Economics (3, 3)

5510 Quantitative Methods in Economic Research (3)

5520 Introduction to Econometrics (3)

5710 Public Finance: Revenues (3)

5720 Public Finance: Expenditures (3)

5740 Seminar in Public Finance (3)

5810 Financial Markets and Intermediaries (3)

5820 Monetary Theory and Policy (3)

5830 Commercial Bank Management (3)

6111 Advanced Microeconomic Theory (3)

6121 Advanced Microeconomic Theory (3)

6150-60 History of Economic Doctrines (3, 3)

6170-80-90 Econometric Methods (3,3,3)

6710-20 Seminar: Fiscal Theory and Public Finance
(3, 3)

International Trade and Development

5210 Seminar in International Trade Theory (3)

5220 Seminar in Economic Development (3)

5250 Economic History of Europe (3)

5260 Economic History of U.S. (3)

5610 Location and Regional Development Theory (3)

5620 Methods of Regional Analysis (3)

6211-12, 6221-22 Seminar in International Econom-
ics (3, 3, 3)
GRADUATE

Economics of Labor and Manpower
5410 Seminar in Labor Manpower Economics (3)
5420 Seminar in Wage and Employment Theory (3)
5411-12, 6421-22 Seminar in Labor Economics (3, 3, 3)

Other Economics Courses
5000 Thesis
5002 Non-Thesis Graduation Completion (3-15)
5011-12 Problems in Lieu of Thesis (3, 3)
5010-20-30 Economics Seminar 1, (1, 1, 1)
6000 Doctoral Dissertation and Research

Finance

Professors:
R. M. Duvall (Head), Ph.D. North Carolina; L. P. Anderson, Ph.D. Wisconsin; R. A. Bohm, Ph.D. Pennsylvania (St. Louis); W. W. Dorfweich, Ph.D. Oregon; E. W. Lambert, Jr., Ph.D. Alabama; G. C. Philippatos, Ph.D. New York; R. E. Shives, Ph.D. California (Los Angeles); K. E. Quindry, Ph.D. Kentucky; C. P. White (Emeritus), Ph.D. Pennsylvania.
Associate Professors:
Assistant Professors:

1Blount National Bank Professor of Finance
2Chase National Bank Professor of Finance
3Ph.D. Texas; R. W. Boiling, Ph.D. Stanford; M. E. Gordon, Ph.D. California

College of Business Administration 91

4130 Topics in Investments (3) Portfolio management policies of institutions, efficient market hypotheses and evidence, options and commodities. Prereq: 4120.
4150-60 Evolution and Function of Financial Institutions (3) Financial system of the United States; emphasis on historical role and functions of financial institutions.
4350-60 Public Finance (3, 3) Public expenditures, federal and state revenue systems, financial administration, budgeting, and public debt management.
4370 State and Local Finance (3) Emphasis on revenue systems and division of tax sources.
4510 Monetary Theory and Policy (3) Role of money in the economy. Emphasis upon factors that affect demand for the supply of money. Evaluation of current policy.
4520 Commercial Banking (3) Operations of commercial banks; emphasis on asset and liability management. Prereq: 3110.
4660 Problems In Financial Management (3) Financial decision-making, a case approach. Prereq: 4550.
4800 Business Executive in Residence (3) Develops practical areas of finance curriculum. Leading financial executives, bankers, insurance executives, and realtors will conduct classes. May be repeated. Maximum credit 6 hrs. Prereq: Consent of department.
4990 Senior Seminar (3) Intensive investigation of specific topic in student's area of concentration. Taken last quarter of senior year. Required of all students majoring in finance, or real estate.

GRADUATE
See page 88 for information on graduate programs.
5002 Non-Thesis Graduation Completion (3-15)
5010 Financial Management and Asset Valuation (3)
5020 Financial Decision Making and Analysis (3)
5120 Quantitative Techniques In Financial Management (3)
5130 Financial Administration (3)
5140 Seminar: Managerial Finance (3)
5420-30 Investments (3, 3)
5440 Commodity Futures and Stock Options (3)
5710 Public Finance: Revenues (3)
5720 Public Finance: Expenditures (3)
5730 Finance Administration of Government (3)
5740 Seminar in Public Finance (3)
5800 Executive-In-Residence Seminar for M.B.A. (3)
5810 Financial Markets and Intermediaries (3)
5820 Monetary Theory and Policy (3)
5830 Commercial Bank Management (3)
5990 Research in Finance (3)
6000 Doctoral Dissertation and Research
6110-20 Seminar in Monetary Theory (3, 3)

4610 Analysis for Financial Decisions (3)
4620 Theory of Finance (3)
6510 Seminar in Financial Management (3)
6710-20 Seminar: Fiscal Theory and Public Finance (3, 3)
6810 Financial Institutions and Markets (3)

Insurance (580)
3020 Introduction to Risk and Insurance (3) Consumer-oriented view of risks faced by individuals and business. Methods of risk management, with particular emphasis on life, property, and casualty insurance.
3220 Business Risk Management (3) Principles of risk bearing and risk analysis, economics of risk and insurance.
4710 Life Insurance and Estate Planning (3) Coordination of life an health insurance with protection, conservation, and distribution of estate assets.
4720 Employee Benefit Plans (3) Plan design, cost factors, and funding media for employee benefits, including business life insurance, group insurance, pensions, profit sharing, and other forms of deferred compensation.
4740-50 Property-Casualty Insurance Planning (3, 3) Property and casualty contracts and forms and their application to business and personal risks. Must be taken in sequence.

GRADUATE
5110 Theory of Risk Management (3)

Real Estate and Urban Development (649)
2810 Introduction to Real Estate (3) Basic concepts, tools, and analysis of real estate. May not be used for degree requirements in business administration.
3610 Principles of Real Estate and Urban Development (3) Introduction to real estate value. Prereq: Economics 3110.
3615 Real Estate Appraisals (3) Theory and practices of determining real estate value. Prereq: 3610.
3630 Real Estate Finance (3) Institutional and governmental procedures and techniques for financing real estate transactions. Prereq: 3610.
4120 Urban Growth and Land Use (3) Analysis of urban growth processes and land use patterns. Prereq: 3610.
4130 Problems of Urban Development (3) Current problems of land use and urban developments. Prereq: 3610.
4840 Management and Development of Real Property (3) Real estate investment analysis and taxation. Prereq: 3630.
4810 Analytical Methods in Real Estate (3) Applications of regression, correlation, and computer based models to real estate investment decisions. Prereq: 3615 and Statistics 4210.

GRADUATE
5002 Non-Thesis Graduation Completion (3-15)
5110 Urban Economic Analysis (3)
5120 Real Estate Analysis (3)
5130 Housing and Urban Land Markets (3)
5140 Real Estate Investment and Taxation Analysis (3)

Management

Professors:
H. D. Dewhirst (Head), Ph.D. Texas; R. W. Boiling, Ph.D. Stanford; M. E. Gordon, Ph.D. California
Management (625)
Junior standing is prerequisite to all management courses.

3010 Principles of Management (3) Analysis of basic management functions of planning, organization, and controlling.

3110 Production Management (3) Analysis of production function. Prereq: Statistics 2100 or 3450. Not available for management majors with concentrations in operations or personnel.

3111 Operations Management (3) Analysis and synthesis of concepts and techniques for decision making in the operations function. Integration of the operations function with other business functions. Prereq: Management Science 2110-20. Cannot be taken for credit by students who have credit for Management 3110.


3330 Experiences in Organizational Behavior (3) General concepts and personal experience, interpersonal and organizational communication, practice and evaluation.

3460 Personnel and Human Resources Management (3) Processes of effective planning for recruitment, selection, development, and maintenance of human resources. Emphasizes universality of personnel management. Not available for management majors. Cannot be taken for credit by students who have credit for Management 4460.

4210 Managerial Strategy and Tactics Applications (3) A general business simulation is used for information processing to provide experience in organization and analysis of managerial data. Emphasis on skills related to oral and written justification of results. Prereq: Senior standing or consent of instructor.

4230 International Business Management (3) Analysis of factors significant to the manager in international business activities.

4320 Organization of Structure and Behavior (3) Organization of production function. Prereq: 3110-20 or approval of instructor.

4410 Operations Control (3) Analysis of the operations control function. Techniques of short-term forecasting; material and capacity requirements planning; integration of scheduling and operations flows into the total operations function. Prereq: 3111.

4420 Advanced Industrial Problems (3) Cases in production management. Prereq: 15 hrs. in major including 4410.

4460 Organizational-Industrial Psychology (3) An analytical and empirical approach to application of psychological tools and knowledge to organizations. Prereq: Statistics 3110 (or Statistics 3310 with consent of instructor). Cannot be taken for credit by students who have credit for Management 3460. (Same as Psychology 4460.)

4470 Job Analysis and Evaluation (3) Job evaluation as basis for control of wages and salaries. Prereq: 4460.

4520 Evaluation of Personnel Programs (3) Methodologies for criterion development analyzed in areas of selection, training, job evaluation, safety, and labor relations; performance evaluation emphasized. Prereq: 4460-70; Statistics 3110.

4530 Personnel Problems Seminar (3) Case problems in personnel analyzed, applying experimental method and conclusions from personnel research as reported in professional journals. Prereq: 4460-70; Statistics 3110.

4610-20 Management Science (3, 3) Applications of mathematical and statistical techniques to problems of production management. Prereq: 30 hrs. of mathematics and statistics, and consent of instructor.

4710 Enterprise Planning and Control (3) Concepts and cases on managerial functions of planning and control in business firm or not-for-profit organization. Emphasis on formal long-range strategic planning in changing environment. Team project to develop long-range plan for hypothetical enterprise.

4801-02-03 Readings and Research in Personnel Management (1, 2, 3) Prereq: 4460, Statistics 4310, and consent of instructor.

GRADUATE
See page 88 for information on graduate programs.

5000 Thesis

5002 Non-Thesis Graduation Completion (3-15)

5010 Quantitative Analysis for Management Decisions (3)

5310-20-30 Management Science Methods (3, 3, 3)

5350 Mathematical Programming Computational Systems (2)

5340 Application of Management Science Methods (3)

5810 Special Topics in Management Science (3)

5910 Management Science Problems (1-6)

6000 Doctoral Research and Dissertation

6120-20 Network Flows (3, 3)

6130 Integer Programming (3)

6410 Large Scale Mathematical Programming (3)

6510 Nonlinear Optimization (3)

6610 Markovian Decision Models (3)

6620 Queuing Models (3)

6710 Location Models (3)

6810 Special Topics (3)

6910-20-30 Management Science Seminar (1-3, 1-3, 1-3)

Marketing and Transportation

Professors:

Associate Professors:
J. R. Codic (Emeritus), Ph.D. Ohio State; J. H. Foggins, Ph.D. Indiana; R. L. Jenkins, Ph.D. Ohio State; C. J. Langley, Ph.D. Pennsylvania State; J. P. McMillan, Ph.D. Ohio State; R. A. Mundy, Ph.D. Pennsylvania State; R. C. Reizenstein, Ph.D. Cornell; G. D. Sertell, DBA Indiana; L. R. Spiczak, Ph.D. Georgia.

Assistant Professors:
F. L. Barbours, Ph.D. Illinois; L. D. Duffus, Ph.D. Purdue.

Marketing (632)
Economics 2110-20-30 or the equivalent are prerequisites to all courses in Marketing. Marketing 3110-20 or the equivalent are prerequisites to all 4000 level marketing courses.

3110 Introduction to Marketing (3) Marketing in our economy. Influence of environment: social, economic, ethical, legal, and technological forces on marketing
<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Prerequisites</th>
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<tbody>
<tr>
<td>5210</td>
<td>Sales Force Management (3)</td>
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<td>5220</td>
<td>Promotion Management (3)</td>
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<td>5230</td>
<td>Analysis and Design of Marketing Systems (3)</td>
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<td>Marketing Research (3)</td>
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<td>5350</td>
<td>Buyer Behavior Analysis for Marketing (3)</td>
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<td>5400</td>
<td>Analyzing Market Opportunity for Marketing Decisions (3)</td>
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<td>5410</td>
<td>Advanced Marketing Strategy (3)</td>
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<td>5450</td>
<td>International Marketing Management (3)</td>
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<td>5990</td>
<td>Research in Marketing (3)</td>
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<td>6000</td>
<td>Doctoral Dissertation and Research</td>
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<td>6050</td>
<td>Theoretical Foundations of Marketing (3)</td>
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<td>6100</td>
<td>Design and Measurement in Marketing Research (3)</td>
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<td>6150</td>
<td>Marketing Research Applications (3)</td>
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<td>6200</td>
<td>Buyer Behavior (3)</td>
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<td>6250</td>
<td>Selected Problems in Consumer Behavior (3)</td>
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<td>6300</td>
<td>Marketing Decision Models (3)</td>
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<td>6350</td>
<td>Current Topics in Marketing (3)</td>
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<tr>
<td>981</td>
<td>Transportation (981)</td>
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</tbody>
</table>

Transportation (981)
Nine quarter hours in general economics are prerequisite to all courses in transportation. Transportation 3110-20 or consent of instructor are prerequisite to all courses numbered above 4000.

3110 Introduction to Transportation (3)
Survey of the demands made by society upon the nation's transportation system and the problems facing carriers and government in meeting these demands.

3115 Introduction to Logistics (3)
Business logistics as a functional area within the firm. Discussion of logistical system components and their interrelationships. Prereq: 3110, Statistics 2100.

3120 Traffic Management (3)
Problems and opportunities in shipper's utilization of carrier services with emphasis on classification and tariff systems analysis; rate determination and selection procedures. Prereq or coreq: 3115.

4410-15 Surface Transportation (3, 3)
Analysis of organizational structures, operational characteristics, and managerial policies of railroads, motor carriers, and domestic barge lines. Courses should be taken in numerical sequence.

4420 Air Transportation (3)
Analysis of economic characteristics, regulatory provisions, and organizational patterns of commercial aviation.

4510 Urban Transportation (3)
Analysis of economic characteristics, regulatory provisions, and management of transportation firms operating in urban areas.

4610 Carrier Pricing Strategy (3)
Historical development of carrier pricing systems and analysis of current strategy.

4620 Carrier Management Seminar (3)
Senior seminar in applications of management decision making in transportation. Prereq: Minimum of 16 hours in transportation/logistics Transportations 4410-15 recommended.

4720 Logistics Systems Management Seminar (3)
Senior seminar in development of business logistics strategies and the management of logistical system. Course approach includes case studies, lectures, and computer simulation. Prereq: 3115, Management Sciences 2110.

4730 Transportation and Logistics Research (3)
Identification and analysis of methods of research in transportation and business logistics. Application of qualitative techniques, model building, and simulation to solution of problems. Prereq: 4720.
of high school credit. Students with one unit of high school typewriting may not receive credit for 2110.

2130 Advanced Typewriting (3) Building of advanced skills in accuracy and production typing; keyboarding. Prereq: One unit of high school typewriting or minimum grade of C in 2110.

2180 Word Processing (3) Introductory understanding of word processing concepts and how they fit into an information-processing network. Some hands-on experience with magnetic typewriters and dictating equipment. Prereq: Minimum grade of C in 2130 and sophomore standing.

2310 Beginning Shorthand (3) Theory of a shorthand system; development of dictation and transcription skills. For students with no previous shorthand training. Prereq: One unit of high school typewriting or minimum grade of C in 2110 or equivalent.

2320 Intermediate Shorthand (3) Development of dictation and transcription skills; students with one year of high school shorthand or equivalent.

2750 Electronic Data Processing (3) Development of skills in data processing concepts and on business applications. Prereq: Mathematics 1560 or 1860 or equivalent. Cannot receive credit if credit has been received in Computer Science 1410.

3110 Survey of Administrative Services (3) Study of administrative services in modern office that support administrative management. Includes purchasing and maintenance of office equipment, methods for training equipment users, supervision, and information dissemination.

3180 Word Processing Management (3) Develops ability to recognize when and how to use word processing materials. Study of many problems in establishing and implementing word processing systems. Hands-on experience in word processing. Prereq: 2180 with minimum grade of C or proficiency and 2750.

3310 Records Management (3) Application of systematic analysis and scientific control of business records from their creation through processing, maintenance, protection, and final disposition; management science of controlling quantity, quality, and cost of records. Prereq: 2110 with a minimum grade of C or proficiency and 2750.

4310 Business Letter Writing (3) Principles, practices, and mechanics of effective business letters and memoranda; principles applied by solving communication cases; emphasis placed on letters and memos as integral parts of ideas in communications system of the business firm.

4320 Business Report Writing (3) Basic principles and procedures of originating and disseminating business reports, technical and informal in style; writing techniques for short and long reports; graphic presentation and interpretation; use of primary and secondary data for reports.

4410 Advanced Shorthand and Transcription (3) Improvement of ability to take dictation and transcribemissible copy. Prereq: 2320 or equivalent.

4420 Advanced Transcription (3) Improvement of ability to transcribe manageable copy from dictation of a wide variety of correspondences; emphasis on comprehension requirements needed to meet occupational standards. Prereq: 4410.

4510 Office Management (3) Strategic and operational planning of the office objectives; relating the tasks and human resources to the objectives; recruiting, selecting, training, and developing office staff; directing of office staff through leadership; motivation, communications; measuring office performance, comparison to standards, and corrective action; and applications of decision making to office problems.

4520 Office Systems (3) Synthesis of systems and subsystems applicable to private and decentralized office functions. Emphasis placed on cost analysis in computer office environment, technology, and search analysis.

4640 Seminar (3) Integration of knowledge and skills acquired in previous courses in office administration.

Emphasis on logical thinking, problem solving, and decision making in office management, and synthesizing previous learning. Taken as a capstone experience during senior year. Prereq: 3110, 3180, and 3310, 4510 or 4520.

4650 Practicum (3) Development of office supervisory competencies in supervised work experience. Minimum of 15 hours a week of paid work experience in position with office supervisor or management person assigned to a position consistent with one's career goals. Prereq: 3110, 3180, and 3310, 4510 or 4520; core: 4640. Students may be exempt from practicum if they have had one full-time equivalent work experience consistent with their career goals. S/NC.

4810-20-30 Problems in Office Administration (1-3, 1-3, 1-3) Subject and title vary each quarter. May be repeated. Maximum credit 3 hrs. for each course.

GRADUATE

5011 Problems in Lieu of Thesis (3)

5050 Data Processing in Business (3)

Statistics (962)

Professors: C. C. Thigpen (Head), Ph.D. Virginia Polytechnic; D. S. Chambers (Emeritus), MBA Texas; R. A. McLean, Ph.D. Purdue, J. W. Philpot, Ph.D. Virginia Polytechnic.

Associate Professors: H. A. Lasater, Ph.D. Rutgers; R. D. Sanders, Ph.D. Texas; D. J. Wheeler, Ph.D. Southern Methodist; M. S. Younger, Ph.D. Virginia Polytechnic.

Assistant Professors: G. B. Ranney, Ph.D. North Carolina State (Raleigh); S. W. Ward, Ph.D. Virginia Polytechnic.

Undergraduate courses numbered 4000 and above presuppose familiarity with the basic probability distributions in statistics and with the general concepts of statistical estimation and hypothesis testing. Students intending to take 2100 and one additional undergraduate course are advised to select the latter from among 3000-level courses.

2100 Probability and Statistics (3) Elementary theory of probability, frequency and density functions; expected values and variances; fundamental concepts of statistical inference. Cannot be taken for credit by students who have credit for 3450. Prereq: Mathematics 1560 or 1850.

3110 Regression and Correlation Methods (3) Methods of linear and multiple linear and correlation regression. Nonparametric measures of association. Cannot be taken for credit by students who have credit for 4310. Prereq: 2100 or 3450.

3220 Analysis of Time Series (3) Some statistical methods applicable to analysis of trends and time series; graphic presentation and analysis, index numbers, charting, correlation, trends, analysis seasonal and cyclical variation. Prereq: 2100 or 3450.

3310 Analysis of Variance (3) Elementary theory with applications. Prereq: 2100 or 3450.

3410 Regression Analysis (3) Linear regression and correlation, multiple regression, stepwise methods, polynomial regression, use of dummy variables. Use of standard regression computer programs. Elementary theory and applications.

410 Design of Experiments (3) Principles and procedures for experimental design. Randomization, choice of size and number of experimental units, utilization of blocking arrangements. Interpretation of experimental data.

4415 Sampling Techniques and Theory (3) Procedures used in probability sampling for a variety of arrangements of statistical universes and development of estimators and standard errors associated with sampling schemes. Some properties of estimators. Determination of sample size. Not available for credit to students with credit for 3410.

4750 Statistical Problems in Business (3) Case study course of statistical problems in variable of business area. Prereq: 15 hours in statistics and consent of instructor.

GRADUATE

Prerequisites for a major: Mathematics 2840-50-60, Statistics 3450 or equivalent.

5002 Non-Thesis Graduation Completion (3-15)

5010 Probability and Statistics I (3)

5020 Statistical Methods (3)

5050-60-70 Statistical Analysis for the Behavior Sciences (3, 3, 3)

5110 Introduction to Probability Theory (3)

5120-30 Theory of Statistical Inference (3)

5210 Stochastic Processes (3)

5211 Elementary Statistics (3)

5250-60-70 Applied Statistics for Engineering and Natural Sciences (3, 3, 3)

5610 Special Topics in Statistics (3)

6060 Applied Multivariate Analysis (3)

6070 Factor Analysis (3)

6210 Stochastic Processes II (3)

Interdepartmental Unit

Business Administration (205)

1110 Business Administration (3) Introduction to business. Not open to students with more than 3 credit hrs. of economics.

3110 Introduction to International Business (3) A survey of the strategic implications of conducting business operations in an international context. Emphasis on the analysis of relevant cross-national environments including cultural, political, economic and legal characteristics. Prereq: Economics 2102 or consent of instructor.

4430 Business Policy (3) Analysis of business problems and managerial decision making through case study method and written reports. Prereq: Core requirement except business law (see page 80) and senior standing.

4610 Seminar in Small Business Assistance (3) Application of classroom learning to problems of small business,
business in the community. Student is given opportunity to apply business concepts and develop analytical skills. Upon completion of selected readings relevant to small or minority enterprise, students are assigned a project on basis of interest, ability, and experience. Students work in teams under supervision of a participating professor within the College of Business Administration. Approval for enrollment must be secured from instructor. May be repeated. Maximum credit 9 hours.

**GRADUATE**

See page 88 for information on graduate programs.

**5310 Business Policy (3)**

**5410 Business and Its Societal Environment (3)**

**5610 Seminar in Applied Business Analysis (3)**

**Center for Business and Economic Research**

**STAFF**

D. A. Hake (Director), Research Associate Professor, Ph.D., Tennessee

J. J. Kirchenstein, Assistant Director, M.S., Tennessee

K. E. Quindry, Research Professor, Ph.D., Kentucky

W. F. Fox, Research Associate Professor, Ph.D., Ohio State

R. A. Hotter, Research Assistant Professor, B.A., Old Dominion

J. W. Mayo, Research Assistant Professor, M.A., Washington University (St. Louis)

P. A. Price, Research Associate, B.S., Tennessee

P. D. Postma, Research Assistant Professor, Ph.D., Tennessee

N. C. Schoening, Research Associate, M.S., Ohio State