College of Business Administration

C. Warren Neel, Dean
Roger L. Jenkins, Associate Dean for Graduate Programs
John R. Moore, Associate Dean
Richard C. Reizenstein, Associate Dean for Undergraduate Programs
John E. Riblett, Director
Management Development Programs
David A. Hake, Director, Center for Business and Economic Research

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 an analyst of and an adapter to the larger social, economic, and political environment in which the firm exists. The college has one goal: to have each student leave school with a reasonably articulate and coherent, though flexible and ever-developing, personal philosophy of business; an understanding of the scientific, ever-changing technological world; and a firm awareness of their social responsibility as a future executive and enlightened wielder of power.

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. In addition, the AACSB has accredited the following accounting programs: B.S., M. Acc., M.B.A.

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 15 of this catalog.

Student Advising Center

The College of Business Administration maintains a Student Advising Center. The center is staffed with full-time academic advisors to assist freshman and sophomore students on an individual basis with their programs. Junior and senior students are assigned to advisors from the faculty of the student's selected major. The objective of working with students individually is to assist them with their personal needs for academic information and to prepare them for self-sufficiency in responding to their 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 the nation. 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 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

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ideas and operational concepts with contemporaries in other business areas and with TEDP faculty.

The faculty for the TEDP consists of senior professors who teach business-related subjects in the University's graduate programs as well as nationally recognized professors from other institutions. Each participating faculty member has substantive experience in either consultation 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 the first 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. This program, 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 earning 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 regard for the student's experiences. Arrangements for credit should be made prior to the quarter of coop work.

All students interested in the program are referred to the Cooperative Education Office, Alumni Hall.

Preparation for Teaching

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

Business Minor for Non-Business Majors

Students who are non-business majors, but who wish to attain a minor in business, must successfully complete 20 hours of the following required courses: Accounting 2110-20, Economics 2510-20, 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 Associate 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 and must 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 unconventional graded (S/NC, P, etc.) courses may be applied to 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 80.

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, 3110 (2110-20, 3210 for accounting and management majors); Business Administration 4430; Business Law 4110 and 4120; Economics 2510-20; Finance 3510 (Political Science 4370 for public administration majors); 3120-30; Management 3010, 3110 (3111 for management majors); Marketing 3110-20; Business Administration 2750 or Computer Science 1410 (3150 for Management Science Option); and Statistics 2100 and three hours of upper-division statistics elective or as designated by the curriculum (3450-60 for Management Science Option).

ENGLISH REQUIREMENT

The English requirement can be fulfilled by English 1010, 1011, or 1019; 1020, and either 1031, 1032, or 1033, as well as hours selected from 1230, 2540, 2550-70-80, 2660-70-80. Speech 2311 or 2361, unless specifically required by a curriculum, may be used to satisfy four of the elective English hours required. English courses beyond the 1000-level may be taken in any order. Students who are freshmen in English are permitted to substitute for the 2000-level courses listed above any upper-division courses which the Department of English will allow them to take.

NATURAL SCIENCE REQUIREMENT

The natural science requirement can be fulfilled by an eight-hour sequence in any of the following fields: biology, botany, chemistry, geology 1810-20, geology, or physics.

SOCIAL SCIENCE REQUIREMENT

The social science requirement can be fulfilled by selecting from the following courses: Anthropology 2510-20; History 1510-20 (1518-28), 1610-20, 1950-60, 2510-20 (2518-28); Honors 1138; Human Services 2690; Philosophy 2310-20, 2310, 2510-20; Political Science 2200, 2510-20 (2518-28); Psychology 2500, 2510-20, 2530-40; Religious Studies 2611, 2621, and Sociology 1510-20. Students who have not completed a year of American history in high school must select American History: 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 is mandatory. Computer Science 1410 or Business Administration 2750 satisfy this requirement.

Accounting

The curriculum provides students with a general education, a general business education, and a general exposure to the primary areas of accounting. Students completing the curriculum are eligible to begin careers in public accounting, industry, and government.

Students desiring greater depth or wishing to specialize in certain areas of accounting are encouraged to seek admission to the Master of Accountancy program during their junior or senior years. Together, the undergraduate accounting program and the Master of Accountancy constitute a five-year opportunity that fulfills the current educational recommendations of the American Institute of Certified Public Accountants.

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 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.

Junior standing is prerequisite to all management courses.

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<tr>
<th>Freshman</th>
<th>Hours</th>
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<tr>
<td>English 1010 or 1111; 1020; 1031 or 1032</td>
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<tr>
<td>Mathematics 1540-50 or 1840-50-60</td>
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<td>Natural science electives</td>
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<td>Social science electives</td>
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<td>Non-business electives</td>
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<td>Total</td>
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College of Business Administration
**Sophomore**

1. English electives ........................................... 4 3
2. Speech 2211 or 2381 ......................................... 2 3
3. Economics 2510-20 ........................................... 4 4
4. Accounting 2110-20 .......................................... 3 3
5. Statistics 2100 ................................................. 3 3
   1. Computer science elective ................................. 3
   1. Social science elective .................................. 4
   Non-business elective ....................................... 3 3
6. Junior
   Accounting 3110-20-30 ....................................... 3 3 3
   Accounting 3212-20 ........................................... 3 3 3
   Accounting 3430 .............................................. 3
   Economics 3110 .............................................. 3
   Finance 3120-20 .............................................. 3
   Finance 3510 .................................................. 3
   Management 3010, 3110 ...................................... 3 3
   Marketing 3110-20 ............................................ 3
   Statistics 3220 .............................................. 3
   Statistics 4415 .............................................. 3
7. Senior
   Accounting 4110 .............................................. 3
   Accounting 4430, 4140 ........................................ 3 3
   Accounting 4630 .............................................. 3
   Business Administration 4430 ............................... 3
   Business Law 4110-20 ........................................ 3 3
   Business Law 4330 ........................................... 3
   1. Social science electives .................................. 3 3
   2. Business and/or non-business electives .................. 6 3
   Finance 3130 .................................................. 3
Total: 187 hours

1. See Requirements for All Curricula.
2. One course of the Social Science electives must be taken in Social Science and one course must be from one of the following areas: Anthropology, Psychology, or Sociology.
3. It is strongly recommended that accounting majors select one of their English electives from English 3840 or 4140.
4. Accounting 4120 and 4230 are available as technical electives, upon approval of the department head. Other upper-division business or Computer Science courses may be used as technical electives.

**Economics**

The Department of Economics offers specialized courses for those who desire to serve as economic analysts and specialists in business, education, 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 82.

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 the College of Education 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.

**Finance**

This major is for students interested in careers in finance. The major allows flexibility for students (aided by their department faculty advisor) to tailor their programs to fit their particular career goals and prepare for one (or more) of the following specialty areas:

- **INVESTMENT MANAGEMENT** - This specialty area leads to career opportunities as a stock broker or investment counselor. In addition, students are prepared for investment analysis and portfolio management positions with commercial banks, investment banks, mutual funds, and insurance companies.

- **REAL ESTATE** - Courses in this area are 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.

- **CORPORATE FINANCIAL MANAGEMENT** - Career opportunities in this area include: corporate financial forecasting, planning, and control; managing the cash, short-term borrowing, and short-term investment positions of the firm; capital project analysis; and long-term financing decisions.

- **BANKING AND FINANCIAL INSTITUTIONS** - Courses in this area prepare students who are 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 bank regulatory agencies.

- **INSURANCE AND RISK MANAGEMENT** - This concentration is designed to prepare students for entry into careers in insurance and business or public risk management. Opportunities include marketing, agency or home office administration, and management of those pure risks which threaten the solvency and operational efficiency of a business or the provision of cost efficient services by a governmental body.

**FINANCIAL PLANNING AND SERVICES** - This curriculum provides fundamental and advanced courses covering subjects which are essential in preparing persons for entry into the fields of financial planning and financial services — including Personal Financial Planning, Estate Planning, Investment, Retirement Planning, and Employee Benefits.

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. Economics 2110-20-30 (or 3210 for 2130), Economics 2510-20 and Statistics 2100 are prerequisite to all courses offered by the finance department.

**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, 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.

Junior standing is prerequisite to all management courses.

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1. See Requirements for All Curricula.
2. Finance electives to be selected from any 4000-level finance 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 employment, materials 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 resource management.

- **Office Systems Management**—designed for students who wish to manage computer systems and data processing in businesses and organizations.

- **General Management**—designed for students who desire careers in management, but who do not wish to specialize in operations, personnel, or office systems. 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 courses of the 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, 4520, 4460.

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**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 upper-division College of Business Administration courses must be completed in residence at The University of Tennessee, Knoxville. These must include the following required marketing courses: 3310, 3410, 3510, 4610, 4710. Economics 2510-20 or the equivalent are prerequisite to all marketing courses. Marketing 3110-20 and the equivalent are prerequisite to all other 3000- and 4000-level marketing courses.

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**Public Administration**

This major is designed for students who wish to...
prepare for management positions in public service or government relations. It presents a combination of general education together with studies in governmental affairs and business management. It is designed to give initial preparation for such governmental employment as program management, budgeting and personnel management, and for private sector employment with trade associations and large corporations with substantial interaction with government.

### Hours Credit

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**Freshman**

| English 1010 or 1011; 1020; 1031 or 1032 or 1033 | 3 | 3 | 3 |
| Mathematics 1540-50-60 or 1840-50-60 | 4 | 4 | 4 |
| Statistics 2100 | 3 | 3 | 3 |
| Business and/or non-business elective | 3 | 3 | 3 |

**Sophomore**

| English electives | 4 | 4 | 4 |
| Economics 2510 | 4 | 4 | 4 |
| Accounting 2110-20-30 | 3 | 3 | 3 |
| Statistics 2110 | 3 | 3 | 3 |
| Social science elective | 3 | 3 | 3 |

**Junior**

| English 1010 or 1011; 1020; 1031 or 1032 or 1033 | 3 | 3 | 3 |
| Mathematics 1540-50-60 or 1840-50-60 | 4 | 4 | 4 |
| Statistics 2110 | 3 | 3 | 3 |
| Business and/or non-business elective | 3 | 3 | 3 |

**Senior**

| Business Law 4110-20 | 3 | 3 | 3 |
| Business Administration 4430 | 3 | 3 | 3 |
| Political Science 4410 | 4 | 4 | 4 |
| Political Science 4810 | 6 | 6 | 6 |
| Business electives | 3 | 3 | 3 |
| Business and/or non-business elective | 3 | 3 | 3 |

**Total: 187 hours**

1. See Requirements for All Curricula.

### Statistics

This major is designed for students interested in the use of statistics in business, government, and industry. All students complete a set of courses designed to provide a general understanding of statistical methodology and also complete one of the following concentrations:

#### Statistics

- **Industrial Statistics:** designed for students interested in positions involving quantitative research, as well as for those interested in pursuing a graduate degree in statistics.
- **Transportation and Logistics Statistics:** designed for students interested in process control and quality management in business, government, and industry. Students planning to pursue graduate work in statistics should also take Math 2840-50-60.

#### Hours Credit

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**Freshman**

| English 1010 or 1011; 1020; 1031 or 1032 or 1033 | 3 | 3 | 3 |
| Mathematics 1540-50-60 or 1840-50-60 | 4 | 4 | 4 |
| Statistics 2100 | 3 | 3 | 3 |
| Business and/or non-business elective | 3 | 3 | 3 |

**Sophomore**

| Accounting 2110-20-30 | 3 | 3 | 3 |
| Economics 2520 | 3 | 3 | 3 |
| Computer science elective | 3 | 3 | 3 |

#### STATISTICS CONCENTRATION

| Math 2840-50-60 | 4 | 4 | 4 |
| Statistics 2100, 3220, 3310 | 3 | 3 | 3 |
| Non-business electives | 4 | 4 | 4 |

#### INDUSTRIAL STATISTICS CONCENTRATION

| Statistics 2100, 3220, 3310 | 3 | 3 | 3 |
| Business and/or non-business elective | 3 | 3 | 3 |
| Non-business electives | 3 | 3 | 3 |

#### STATISTICS CONCENTRATION

| Statistics 2100, 3220, 3310 | 3 | 3 | 3 |
| New electives | 3 | 3 | 3 |

#### INDUSTRIAL STATISTICS CONCENTRATION

| Statistics 2100, 3220, 3310 | 3 | 3 | 3 |
| New electives | 3 | 3 | 3 |

#### Non-business electives

1. See Requirements for All Curricula.

### Transportation and Logistics

A major in transportation and logistics is recommended for students who plan careers with: (1) transportation 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) 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.

#### Hours Credit

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<th>Hours Credit</th>
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<th>III</th>
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</table>

**Freshman**

| English 1010 or 1011; 1020; 1031 or 1032 or 1033 | 3 | 3 | 3 |
| Mathematics 1540-50-60 or 1840-50-60 | 4 | 4 | 4 |

#### New electives

1. See Requirements for All Curricula.

### Management Science Option

The increasing use of electronic computers in modern management methods by industry and the business community has created a rapidly growing demand for persons capable of using mathematics, statistics, and computer methods for 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 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, management, marketing, statistics, and transportation.

### Accounting M.S.O.

The curriculum provides students with a general education, a general business education, and a general exposure to the primary areas of accounting. Students completing the curriculum are eligible to begin careers in public accounting, industry, and government.

Students desiring greater depth or wishing to specialize in certain areas of accounting are encouraged to seek admission to the Master of Accountancy program during their junior or senior years. Together, the undergraduate accounting program and the Master of Accountancy constitute a five-year opportunity that fulfills the current educational recommendations of the American Institute of Certified Public Accountants. 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 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.

<table>
<thead>
<tr>
<th>Hours Credit</th>
<th>Freshman</th>
<th>English 1010 or 1011; 1020; 1031 or 1032 or 1033</th>
<th>Mathematics 1840-50-60</th>
<th>1Natural science electives</th>
<th>1Social science electives</th>
<th>Non-business electives</th>
<th>Sophomore</th>
<th>Accounting 4110-20-30</th>
<th>Economics 2840-50-60</th>
<th>Mathematics 2840-50-60</th>
<th>English electives</th>
<th>Social science electives</th>
<th>Business and/or non-business electives</th>
<th>Non-business electives</th>
<th>Junior</th>
<th>Finance 3110-20</th>
<th>Finance 3510</th>
<th>Management 3010, 3110</th>
<th>Accounting Science 3150</th>
<th>Total: 187 hours</th>
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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.S., and Ph.D. programs may take either the GMAT or 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 666, Princeton, New Jersey 08540, and from most colleges and universities.

Application requirements vary with different graduate programs. Inquiries should be addressed to the Associate Dean for Graduate Programs, College of Business Administration, The University of Tennessee, Knoxville, Tennessee 37996-0570.

Departments of Instruction

Accounting and Business Law


Distinguished Lecturer: S. B. Wolfe, B.S. Virginia Polytechnic.

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.

2130 Survey of Managerial Cost Accounting (3) User-oriented survey of managerial cost accounting topics designed as a terminal course. Topics include product costing, cost behavior analysis for decision making, standard costs, and income statements. Prereq: 2110-20.

3110-30 Intermediate Financial Accounting (3, 3) In-depth study of theory, principles, and procedures related to the valuation of assets, liabilities and equities, measurement of periodic income, and preparation of financial statements. Prereq: 2120 for 3110; 3110 with a grade of C or better for 3120; and 3120 with a grade of C or better for 3130.

3210-20 Managerial Cost Accounting (3, 3) In-depth analysis of costing for products, projects, and management decisions. Topics include cost behavior, cost prediction, budgeting, and responsibility accounting. Accounting 2110 and Statistics 2110 are prerequisites for 3210. Accounting 3210 is prerequisite for 3220. Credit not given for both 3210 and 3212.


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. Not available to students majoring in accounting. Prereq: 2130 or 3210.

4110 Principles of Auditing (3) Role of auditing in society, professional auditing standards, auditor's legal responsibility, internal control, use of statistical sampling, audit evidence, and reporting. Prereq: 3130 with grade of C or better; 4630. Prereq. or coreq: Stat. 4415.

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 grade of C or better and consent of Dept. head.

4140 Advanced Financial and Fund Accounting (3) Analysis of issues and alternatives in advanced problem areas including business combinations, consolidated financial statements and accounting for not-for-profit organizations. Prereq: 3130 with a grade of C or better.

4230 Advanced Managerial Accounting (3) Use of accounting data in planning models, incorporating uncertainty into budgets and performance reports, performance measurement of decentralized operations. Prereq: 3220 with a grade of C or better. Mgmt. Science 2120 or equivalent and consent of dept. head.

4430 Advanced Federal Taxes (3) Fundamental problems of federal taxation with emphasis on alternatives available for reporting taxable income. Prereq: 3130 and 3430 with a grade of C or better in both courses.

4530 Analysis and Design of Information Systems (3) General systems concepts, flow charting, planning of systems studies, determination of systems objectives, development and evaluation of design alternatives, implementation, documentation, and control. Prereq: Computer Science 3910.

Graduate catalog. See page 81 for information on graduate programs. Consult Graduate Catalog for listing of graduate level courses.

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 these pertain to business and partnerships and corporations, effect of taxation, and treat agencies regulating business. Prereq: 4110.

4130 Administrative Regulation of Business (3) Analyzes nature and extent to which business operations may be controlled by administrative agencies operating at federal, state, and local levels. Includes nature of administrative agencies, jurisdiction, administrative procedures, and significant laws administered by such agencies. Prereq: 4120.

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

Graduate catalog. See p. 81 for information on graduate programs. Consult Graduate Catalog for listing of graduate level courses.

Economics (263)

Professors: W. E. Cole (Head), Ph.D. Texas; R. A. Bohm, Ph.D. Washington (St. Louis); R. L. Bowley, Ph.D. Texas; S. L. Carroll, Ph.D. Harvard, H. S. Chang, Ph.D. Vanderbilt; G. R. Feiwel, Ph.D. McGill; C. B. Gardner, Ph.D. Kentucky; J. Ph. Maryland; C. J. Holly (Emeritus), Ph.D. Clark; K. E. Quindry (Emeritus), Ph.D. Temple; K. E. Quindry (Emeritus), Ph.D. Temple; G. A. Spiva, Jr., Ph.D. Texas.

Associate Professors: D. P. Clark, Ph.D. Michigan State; W. F. Fox, Ph.D. Ohio State; E. Glustoff, Ph.D. Stanford; D. L. Kaserman, Ph.D. Florida; K. E. Phillips, Ph.D. Washington (Seattle); A. M. Schollmatt, Ph.D. Washington (St. Louis).

Assistant Professors: S. F. Doudin, Ph.D. Ohio State; R. A. Holfer, Ph.D. North Carolina (Chapel Hill); J. R. Moore (Emeritus), Ph.D. Washington (St. Louis); K. J. Murphy, Ph.D. Michigan State; H. L. Thompson, Ph.D. Houston.

1Alumni Distinguished Service Professor.

Requirements for a major in economics consist of: (1) Economics 2510 and 2520 or equivalent honors courses; and (2) a minimum of 33 additional hours in upper-division economics courses. Economics 3110 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 Survey of Economic Ideas (3) Ideas of major economists including Adam Smith, Karl Marx and J. M. Keynes; evolution of capitalism; discussion of some current economic problems. Emphasis on non-technical treatment. May not be substituted for Economics 2510 or 2520.

2118-28 Honors: Introductory Economics (3, 3) Honors course designed for students of superior ability and interest. Some accounts with emphasis on reporting, data processing, statistical sampling, and internal auditing. Prereq: 2110 with a grade of C or better. Mgmt. Science 2120 or equivalent and consent of dept. head.

4310 Intermediate Micro Theory (3) Allocation of resources and price determination: market demand, cost, and supply; distribution. Students may not receive credit for both 3110 and 3111. Prereq: 2510.

4310 Intermediate Macro Theory (3) Aggregate demand, output, and level of employment; price level, inflation, and deflation: economic growth. Prereq: 2520.

3110 Intermediate Micro Theory (3) Allocation of resources and price determination: market demand, cost, and supply; distribution. Students may not receive credit for both 3110 and 3111. Prereq: 2510.

3110 Intermediate Macro Theory (3) Aggregate demand, output, and level of employment; price level, inflation, and deflation: economic growth. Prereq: 2520.


3211 International Economics II (3) Theory of international trade, barriers to trade, regional trade associations. Prereq: 2520.

3220 Principles of Economic Development (3) Theory of economic development with application to problem areas on local, regional, national, and international
levels; technological, locational, and financial aspects of economic growth. Prereq: 2520.

3230 Regional Economics (3) Overview of regional differences; theory of industrial, agricultural, and residential development; the economic basis for land use patterns and central places; regional structure, growth and methods of analysis; national assistance for regional economic development. Prereq: 2520.

3240 Economic History of the United States (3) Historical development; government in agriculture, industry, communications, transportation, banking, and trade, and changes in governmental economic policy. Prereq: 2520.

3250 Economic History of Europe (3) Beginnings of capitalism in medieval Europe; expansion of Europe and dominance of mercantilism in early modern times; mechanization of industry, changes in agricultural organization, and growing importance of commerce in the 19th century; two world wars and their economic consequences. Prereq: 2520.

3310 Comparative Economic Systems (3) Description and analysis of economic goals, institutions and policies in different countries with emphasis on alternative organizational principles and structure. Systems examined will include soviet-type economies. Prereq. 2520.

3340 Government and Business I (3) Microeconomic objectives and alternative public policies for their achievement; prevention of monopoly and concentration through the antitrust laws; economic analysis of American economic policy. Prereq: 2510.

3341 Government and Business II (3) Topics in antitrust policy, direct regulation, and other forms of social control; regulating information, product and managerially, monopoly; public debt; relationships, selected cases. Prereq: 3340.

3410 Principles of Labor Economics I (3) Supply of and demand for labor; 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. 2520.

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

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. Prereqs determined by department each time course is offered. Undergraduate course is given to law students. May be repeated for credit.

4130 Business Cycles (3) Fluctuations in income, employment, prices, and output in the economic system; subjects discussed are historical facts concerning booms and depressions, statistical methods for analyzing 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, together with an analysis of socioeconomic conditions which influenced this development. Period covered: 1776 through 1936. Prereq. 2510-20 and consent of instructor.

4170-80 Introduction to Mathematical Economics (3, 3) Application of mathematical methods in theoretical and practical problems of economic phenomena. Designed for undergraduate students who have limited training in analytic geometry and calculus. Must be taken for credit. Prereqs: Economics 3110 and Mathematics 1840-50, or equivalent.

4230 Problems in International Trade and Economic Development (3) Problems or problem areas of current importance in fields of international economics and economic development. Prereq: 3210 or 3220.

4231 The Political Economy of Latin America (3) Description, analysis, and comparison of major economic problems and policies of various Latin American countries. (Same as Latin American Studies 4231.)
3010 Principles of Management (3) Analysis of basic management functions of planning, organization, and controlling. E.

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

3111 Operations Management (3) Analysis and synthesis of concepts and techniques for decision making in operations functions. 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. F, W.

3330 Experiences in Organizational Behavior (3) General concepts and personal experience, interpersonal and organizational communication, practice and analysis of problems. Not for credit by students who have credit for Management 3110. F, W.

4810 Real Estate (3) Study of four fundamental areas of real estate finance: 1) legal environment of real estate lending; 2) sources of real estate credit—primary and secondary mortgage market; 3) financing owner occupied housing; and 4) financing income producing properties. Credit not given for both 4810 and Real Estate 3020, Prereq. Consent of instructor.

4820 Real Estate Appraisal (3) Theory and practices of determining real estate value. Estimating value by use of comparable sales, cost estimation techniques, and discounting income flows. Basic methods utilized by professional appraisers and analysts. Credit not given for both 4820 and Real Estate 3515. Prereq. 3130.

4830 Problems of Urban Development (3) Study of the problems of urban development as they interact with other areas of urban areas, and their effects on land value. Emphasis placed on discussing difficulties involved in obtaining efficient and equitable solutions to these problems. Credit not given for both 4830 and Real Estate 4120. Prereq. Consent of instructor.

4840 Real Estate Investment (3) Principles of investment in real property. Utilizes discounted cash flow models and ratio analysis. Current federal tax law applicable to real property. Limited partnerships and other joint ventures. Credit not given for both 4840 and Real Estate 4460. Prereq. 3130.

4990 Special Topics in Finance (1-3) Subject matter and content determined by the instructor with department approval. May be repeated. Maximum 6 hrs.

GRADUATE
See page 81 for information on graduate programs. Consult the Graduate Catalog for listing of graduate level courses.

Management

Professors:
H. D. Dewhurst (Head), Ph.D. Texas; R. W. Boling, Ph.D. Indiana; E. Gordon, Ph.D. California (Berkeley); A. H. Keally (Emeritus), MBA Pennsylvania; J. M. Larsen, Jr., Ph.D. Purdue; S. K. Reed, Ph.D. Indiana; B. B. Smith, Ph.D. Ohio; J. L. Stallard, Ph.D. Ohio State; S. C. Vance (Emeritus), Ph.D. Pennsylvania; G. A. Wheadon (Emeritus), M.S. Indiana; G. H. Whitlock (Emeritus), Ph.D. Tennessee; M. S. Worton, Ph.D. Minnesota.

Associate Professors:
B. J. Brown, Ed.D. Tennessee; O. S. Fowler, Ph.D. Georgia; R. C. Maddox, Ph.D. Texas; C. W. Neel (Dean), Ph.D. Alabama; M. C. Rush, Ph.D. Akron.

Assistant Professors:

*Alumni Distinguished Service Professor.

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. E.

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

3111 Operations Management (3) Analysis and synthesis of concepts and techniques for decision making in operations functions. 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. F, W.

3330 Experiences in Organizational Behavior (3) General concepts and personal experience, interpersonal and organizational communication, practice and analysis of problems. Not for credit by students who have credit for Management 3110. F, W.

4810 Real Estate (3) Study of four fundamental areas of real estate finance: 1) legal environment of real estate lending; 2) sources of real estate credit—primary and secondary mortgage market; 3) financing owner occupied housing; and 4) financing income producing properties. Credit not given for both 4810 and Real Estate 3020, Prereq. Consent of instructor.

4820 Real Estate Appraisal (3) Theory and practices of determining real estate value. Estimating value by use of comparable sales, cost estimation techniques, and discounting income flows. Basic methods utilized by professional appraisers and analysts. Credit not given for both 4820 and Real Estate 3515. Prereq. Consent of instructor.

4830 Problems of Urban Development (3) Study of the problems of urban development as they interact with other areas of urban areas, and their effects on land value. Emphasis placed on discussing difficulties involved in obtaining efficient and equitable solutions to these problems. Credit not given for both 4830 and Real Estate 4120. Prereq. Consent of instructor.

4840 Real Estate Investment (3) Principles of investment in real property. Utilizes discounted cash flow models and ratio analysis. Current federal tax law applicable to real property. Limited partnerships and other joint ventures. Credit not given for both 4840 and Real Estate 4460. Prereq. 3130.

4990 Special Topics in Finance (1-3) Subject matter and content determined by the instructor with department approval. May be repeated. Maximum 6 hrs.

GRADUATE
See page 81 for information on graduate programs. Consult the Graduate Catalog for listing of graduate level courses.

Management Science Programs

Professors:
R. S. Garfinikel (Chairperson), Ph.D. Johns Hopkins.

Associate Professor:
J. K. Ho, Ph.D. Stanford; R. E. Rosenfeld, Ph.D. Georgia Tech.

Management Science (627)
2110-20 Decision Models (3, 3) Introduction to the use of quantitative techniques in the decision-making process. Prereq. Mathematics 1560, Statistics 2110, and Computer Science 1410 or Office Administration 2750.

GRADUATE
See p. 81 for information on graduate programs. Consult the Graduate Catalog for listing of graduate level courses.

Marketing and Transportation

Professors:
D. J. Barnaby (Chairman), Ph.D. Purdue; F. W. Davis, Jr., Ph.D. Michigan State; G. N. Dicer, Ph.D. Duke; E. O. Ofhe (Emeritus), Ph.D. Ohio State; J. L. Frye, Ph.D. Florida; F. L. Hendrix, Ph.D. North Carolina (Chapel Hill); C. J. Langley, Jr., Ph.D. Pennsylvania State; W. B. Locander,
Economics 2510-20 or the equivalent are prerequisite to all courses in Marketing.

3310 Introduction to Transportation (3) The transportation and distribution industry as a vital part of the nation's social and economic structure. Prereq: Econ. 2510-20. E.

3315 Introduction to Logistics (3) Business logistics as a functional area within the firm and as a strategic element of the marketing mix. Discussion of logistical system components and their interrelationships. Prereq: Econ. 2510-20, Statistics 2100. E.

3210 Logistics and Traffic Management (3) The purchase and use of transportation services as related to the firm's logistical mission. Emphasis on determination of transportation strategy and relationships to purchasing and materials management. Prereq: 3115. E.

4510 Transportation Law and Policy (3) The evolution of government involvement in transportation, evaluation of past and present regulatory and promotional policies, the role of governmental agencies and procedures under governing statutes. Prereq: 3115. F.

4415 Freight Carrier Operations (3) Analysis of freight operations, including pick-up and delivery, terminal and line-haul functions, considered by each mode individually and in coordination with each other. F, W, S.

4510 Passenger Transportation (3) Analysis of the urban and inter-city air and surface passenger market, the issue of public versus private ownership of passenger carriers and examination of government policy in passenger transport, significance of future technological developments.

4610 Carrier Cost Analysis and Pricing Strategy (3) Development and use of cost, by individual mode and multi-modal, and analysis of pricing strategies from both historical and contemporary perspectives, including computerized systems. Prereq: 3115.

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

4730 Transportation and Logistics Research (3) Identification and analysis of methods of research in transportation and business logistics. Application of quantitative techniques, model building, and simulation to solution of problems. Prereq: 4720.


4820 Current Topics in Transportation and Logistics (3) Seminar designed to study specific current problems in transportation and distribution. Topic announced prior to offering. May be repeated once for credit. Prereq: Consent of instructor.

4988 Honors: Executive-In-Residence Seminar (3) Student interaction with top-level transportation and distribution executives. Focus on the strategic decisions making process. Prereq: Senior standing and consent of instructor.

4998 Honors: Independent Study (3) Directed research and study on subject of mutual interest to student and staff member.

Graduate 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 graduate course are advised to select the latter from among 3000-level courses.

1200 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. E.

1310 Regression and Correlation Methods (3) Methods of linear and multiple-linear regression and correlation; nonparametric measures of association. Cannot be taken for credit by students who have credit for 4310. Prereq: 2100 or 3450. E.

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

3210 Industrial Statistics (3) Shewhart Control Charts for means and variation measures, proportion non-conforming, and number non-conformities per unit; process capability analysis. Special applications. Prereq: 2100 or 3450. F, W, S.

3320 Industrial Statistics II (3) Acceptance sampling for attributes and variables inspection. Introduction to quality control. Elements of life testing and reliability. Prereq: 3110. S.


4310 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. F, W, S.

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. E.

4500 Statistical Inference (3) Properties and inferential applications of the common probability distributions in statistics. Goodness-of-fit tests; non-parametric statistics including ranking methods for two independent samples. Elementary theory with applications. Prereq: 3460 or equivalent. W.

4600 Analysis of Variance and Experimental Design (3) Analysis of variance techniques for one way and multifactor models. Post hoc procedures. Design considerations for completely randomized, randomized block, factorial, hierarchical and split plot experiments. Prereq: 3460 or equivalent.

GRADUATE
See p. 81 for information concerning the graduate programs. Consult the Graduate Catalog for listing of graduate level courses.

Interdepartmental Unit

Business Administration (205)
2750 Electronic Data Processing (3) Development of skill in FORTRAN programming with special emphasis on business applications. Prereq: Math 1560 or 1860 or equivalent. May not be taken for credit if Comp. Science 1410 or Office Admin. 2750 has been completed. E.

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 2520 or consent of instructor.

3300 Business Career Planning and Placement (1) Exploration of career opportunities in business. Process of making the career decision, preparing for and conducting a job campaign. Using the Placement Office. S/NC only. Prereq: satisfactory progression to upper-division level in Business or Liberal Arts Business Minor.

3700 Essentials of Financial Planning (3) Introduction to individual financial planning through study of basic tools, money management, decision making, services of financial institutions, asset protection, insurance applications, and financial planning goals.

3860 Introduction to Real Estate (3) Survey of five fundamental areas of concern to real estate industry and real estate analysts: 1) economics of real estate market; 2) legal environment of real estate; 3) real estate finance and financial institutions; 4) appraisal; and 5) real estate investment. Credit not given for both 3800 and Real Estate 3610.

4319 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 initial sources of ideas in communications systems of the business firm. May not be taken for credit by students who have completed Office Admin. 4310. F, W, S.

4320 Business Communications: Reports (3) Concept of communications applied to business reports. Process of collecting/analyzing pertinent business information and the appropriate presentation of business reports as a basis for executive decision making. Computer technology utilized. Prereq: Junior standing. May not be taken for credit by students who have completed Office Admin. 4320. F, W, S.

4430 Business Policy (3) Analysis of business problems and managerial decision making through case studies and written reports. Prereq: Core requirements except Business Law (see page 78) and senior standing. Open only to students who have been admitted to the Upper-Division programs of the College of Business Administration. E.

4608 Honors: Corporate Executive-In-Residence Seminar (3) Interaction with top corporate executives from a wide spectrum of business disciplines, (Accounting, Finance, Management, Marketing, Transportation, etc.). Discussion of domestic and international strategic planning as it is applied in major U.S. corporations. The focus of executive presentations and small group discussion will be on goods and services in consumer and industrial settings. Prereq: Senior Standing, Finance 3120-30, Mgmt. 3010, 3110, Marketing 3110-20, and consent of instructor.

4610 Seminar in Small Business Assistance (3) Application of classroom learning to problems of small 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.

4810-20-30 Problems in Office Administration (1-3, 1-3, 1-9) Subject and title vary each quarter. May be repeated. Maximum 3 hrs. each course. May not be taken for credit by students who have completed Office Admin. 4810-20-30.

GRADUATE
See page 81 for information on graduate programs. Consult the Graduate Catalog for listing of graduate level courses.

Center for Business and Economic Research

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