College of Business Administration

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

Size and breadth of program immediately distinguish the College of Business Administration at UTK from the other such programs in Tennessee and in most of the surrounding states.

Despite the size, emphasis is placed on quality at all levels. The harmonious blending of undergraduate and graduate programs, of teaching and research, and of development of technical skills on the one hand and broad concern for individual, social and economic values on the other makes the college a vital and exciting place to study and work.

College programs are fully accredited by the American Assembly of Collegiate Schools of Business. The UTK program in business was the first in Tennessee to be so recognized and one of the first ten in the South to receive accreditation.

UNDERGRADUATE PROGRAMS

General education, a business "core," and area specialization: this trinity underlies the UTK business program. Building on a firm foundation in written and oral communication, mathematical and statistical methods, and an understanding of the methodology and accomplishments of the social, behavioral, and natural sciences, the business core seeks to expose students to the realms of financial and managerial accounting, micro- and macro-economics, and the functional fields of business. Specialization comes through intensive study in one of the seven majors offered.

The combination of breadth and depth in the undergraduate program produces graduates who are prepared to grow in their personal and professional lives and employees who are well educated in one of the professional or functional fields of business. In the preparation of graduates for roles in society, the size of the college is an important advantage. Included among the nearly 140 faculty are many generalists, but also a rich variety of those with specialized knowledge and interests. Furthermore, the comprehensive nature of the University and the combined teaching/research/service mission of the institution and the college mean that the faculty are almost certainly on the cutting edge of their disciplines.

While size and diversity can be important advantages, those advantages can be overwhelming if the personal touch is lost. In an attempt to avoid the pitfalls of impersonal education, the college embarked in the fall of 1980 on a plan of administered enrollments, designed to assure that the numbers enrolled would not exceed the limited capacity of the college to provide a quality education. The plan calls for admission to the programs of the college in two stages: at the lower division level (freshmen and sophomores) and at the upper division level (juniors and seniors). Admission to the upper division is limited to those who have successfully completed the prescribed lower division courses, who have shown seriousness of interest and purpose, and who have records of substantial academic achievement.

A further aspect of the college which helps in the development and maintenance of "personal scale" is found in the many student organizations in the college. More than a dozen clubs and professional fraternities and sororities represent a broad spectrum of student interest and provide continuing opportunities for the development of leadership skills and involvement with small groups on an intensive basis.

Success of any academic program is both difficult to define and hard to measure. In the final analysis, the building of character is probably the most valuable product of academe. On a more mundane level, however, we take a great deal of pride in our success in placing our graduates with local, regional, and national employers, and in the record of our graduating seniors on the nationwide Business Assessment Test, administered by the Educational Testing Service, which placed UTK students well within the top twenty percent of business school seniors nationally.

STUDENT ADVISING CENTER

The College maintains a Student Advising Center staffed with full-time academic advisors to assist freshman and sophomore students with their programs. Students who have been admitted to a major are advised by faculty members from the selected major. The objective of the Advising Center is to provide students with the academic information they need.

PROGRESSION STANDARDS

Admission to the College of Business Administration does not guarantee acceptance into the chosen major. Admission to the upper-division (major) is based on the availability of space in the College as a whole and in the major requested. The academic progress of those admitted to the College is evaluated periodically. Those failing to make acceptable progress toward meeting the standards for progression to the upper-division are encouraged to seek alternative educational opportunities. Progression standards are adjusted periodically and current requirements can be determined by consulting with an advisor in the Undergraduate Programs Office.

PREMAJORS

Students who enter the College of Business as freshman or sophomores must apply for a major the semester after attempting 45 hours. The academic record presented will be assessed by the Associate Dean for Undergraduate Programs. The following minimum requirements must have been met in order to be considered for admission to a major:

1. Completed the prescribed lower division courses.
2. Achieved a minimum cumulative grade point average of 2.50.
3. Demonstrated ability to meet the challenging demands of the upper-division courses.

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1. Must have followed a business curriculum
2. Must have earned a minimum 2.75 average, cumulative, over the courses specifically required in the lower-division of that curriculum, excluding non-business and non-departmental electives. Some majors may have differing average requirements.
3. The overall record will be evaluated for quality and seriousness of purpose. An excessive number of withdrawals, incompletes, repeated courses or failures may result in denial of progression.
4. Progression standards are subject to change; current standards are available in the Undergraduate Programs Office, Glocker 52.

TRANSFERS FROM OTHER UTK PROGRAMS

Students in other colleges at UTK must apply for progression to a major in the College of Business Administration at the earliest possible date but definitely prior to 75 hours. As a minimum, all students must be admitted to a CBA major for at least the last 30 hours of work. Only in exceptional cases will application be considered after 75 hours of coursework (at UTK or elsewhere) have been attempted. It should not be supposed that admission must be granted to those who accumulate a substantial number of hours in the CBA courses. On the contrary, an academic record reflecting substantial work after 75 hours in the Business Administration curriculum may be taken as prima facie evidence of an intent to evade this policy and may result in denial of admission.

The following minimum requirements must have been met in order to be considered for admission to a major:

1. Must have earned a minimum 2.75 average, cumulative, over the courses specifically required in the lower-division of that curriculum, excluding non-business and non-departmental electives. Some majors may have differing average requirements.
2. The overall record will be evaluated for quality and seriousness of purpose. An excessive number of withdrawals, incompletes, repeated courses or failures may result in denial of progression.
3. Progression standards are subject to change; current standards are available in the Undergraduate Programs Office, Glocker 52.

APPEALS

The College has established a Progression Appeals Committee to which those students who have been denied progression may address an appeal. Information on the appeals process may be obtained by calling the Undergraduate Programs Office, 974-5096, or contacting an advisor in that office.

BUSINESS MINOR FOR NON-BUSINESS STUDENTS

Students in other Colleges at UTK who wish to obtain a minor in Business Administration must successfully complete the following required courses: Accounting 201-202, Economics 201, and Statistics 201. Additionally, 12 hours of upper-division business electives must be taken at UTK. No more than three upper-division hours of accounting, economics, or statistics may be used for this minor. Students are responsible for meeting listed prerequisites of 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.

BUSINESS CORE REQUIREMENTS

The following core courses are required in all business curricula: Computer Science 100 or 102, Economics 201, Statistics 201, Accounting 201-202, Marketing 301, Finance 301, Business Law 301, Management 301-303, 401. 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.

GENERAL EDUCATION REQUIREMENTS

The following courses are in fulfillment of the University General Education Standards and are required of all business students. Specific courses to fulfill an area may be required by individual curricula:

- English (6 hours) to be fulfilled by English 101-102;
- Mathematics (8 hours) to be fulfilled by Mathematics 121-122, or 141-142;
- Communication Skills (3 hours) to be fulfilled by courses from English, Speech Communications and Theatre.

Consult an advisor in Glocker 52 for specific courses. In addition, at least two courses in each CBA program will contain a substantial writing assignment and be so identified in the catalog. This requirement may consist of a term paper, a research paper, an essay or comprehensive case studies.

- Humanities (9 hours) to be fulfilled by courses selected from Philosophy, Religious Studies, Art, Music, Literature.

- Social Science (6 hours) to be fulfilled by courses selected from Biology, Astronomy, Botany, Chemistry, Geology, Physics, Zoology. Consult an advisor in Glocker 52 for specific courses.

- Non-business (12 hours) any course offered outside of the College of Business Administration which may include Economics and Statistics courses for students not majoring in these programs. University Studies and intermediate level foreign language are recommended.

- Economics majors must take 6 hours of University Studies or Intermediate level foreign language.

FOREIGN STUDY

Several opportunities for study abroad are available to students in the college. One avenue is through group programs arranged and supervised by the departments of the college on a full semester or summer term. A second is through group programs conducted abroad by another academic institution to which UTK students with approval may enroll for credit. Assistance in identification of and registration in such programs may be obtained through the Overseas Study Information Service located in the University's Division of International Education. A third opportunity is through individualized programs. The nature of this work as well as credit for it should be negotiated by students prior to departure with the appropriate department. Students should register for credit under the Foreign Study number BA 491. Credit will be awarded only after completion of all agreed upon requirements.

OFF-CAMPUS STUDY

Recognizing that learning is not restricted to formal class room situations, the college provides for students to earn credit toward graduation for approved off-campus study. Such study may be undertaken only with prior approval of the faculty member and the department of the student's major. It may include certain kinds of work experiences, community involvements, etc. Students should register for credit under the Off-Campus Study number BA 492. Credit will be awarded only after completion of all agreed upon requirements.

INDEPENDENT STUDY

Certain educational goals may best be met through independent study done by an individual under the direction of a faculty member. Students who wish to do such independent work should obtain the approval of the faculty members and the departments concerned prior to embarking upon their study. Students should register for credit.
under the Independent Study number BA 493, or the appropriate number in the department. Credit will be awarded only after completion of all agreed upon requirements.

**ACCOUNTING AND BUSINESS LAW**

Professors:

**Associate Professors:**

**Assistant Professors:**

**Distinguished Lecturer:**
- S. B. Wolfe (Emeritus), B.S. Virginia Polytechnic.

**Lecturer:**
- H. N. Hughes, B.S. Tennessee.

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**ECONOMICS**

Professors:
- A. Mayhew (Head), Ph.D. Texas.
- R. A. Bohnm, Ph.D. Washington (St. Louis).
- R. L. Bowlyt, Ph.D. Texas; S. L. Carroll, Ph.D. Houston; H. S. Chang, Ph.D. Vanderbilt; W. E. Cole, Ph.D. Texas; P. Davidson (J. Fred Holly Professor of Political Science), Ph.D. Pennsylvania; G. R. Feiwel (Alumni Distinguished Service Professor), Ph.D. McGill; C. B. Garrison, Ph.D. Maryland; H. W. Herzog, Jr., Ph.D. Maryland; H. E. Jensen, Ph.D. Texas.
- F. Y. Lee, Ph.D. Michigan State; J. R. Moore (Associate Dean), Ph.D. Cornell; W. C. Neale, Ph.D. London School of Economics; K. E. Quindry (Emeritus), Ph.D. Washington (St. Louis); G. A. Spiva, Jr., Ph.D. Texas.

Research Professor:
- W. F. Fox, Ph.D. Ohio State.

**Associate Professors:**
- D. D. Clark, Ph.D. Michigan State; E. Glustoff, Ph.D. Stanford; K. E. Phillips, Ph.D. Washington (Seattle).

**Research Associate Professor:**
- J. W. Mayo, Ph.D. Washington (St. Louis).

**Assistant Professors:**
- J. A. Gauger, Ph.D. Iowa State; M. Kunkin, Ph.D. Wisconsin; D. M. Mandy, Ph.D. Illinois; J. W. Mayo, Ph.D. Washington (St. Louis); M. N. Murray, Ph.D. Syracuse.

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**FINANCE**

Professors:
- H. A. Black (Head), Ph.D. Ohio State; W. W. Dotterweich (William Voigt Professor of Insurance), Ph.D. Pennsylvania; W. C. Goolsby, Ph.D. Wisconsin; G. C. Philippatos (Distinguished Chaired Professor of Banking and Finance), Ph.D. New York; R. E. Schieves, Ph.D. California (Los Angeles); C. P. White (Emeritus), Ph.D. Pennsylvania.

**Associate Professors:**
- A. L. Auxier, Ph.D. Iowa; T. P. Boehm, Ph.D. Washington; R. J. Clayton, Ph.D. Georgia; J. M. Wachowicz, Jr., Ph.D. Illinois (Urbana), C.P.A.

**Assistant Professors:**

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**GENERAL BUSINESS**

Professors:
- J. W. Mayo, Ph.D. Washington (St. Louis)
- J. A. Gauger, Ph.D. Iowa State; M. Kunkin, Ph.D. Wisconsin; D. M. Mandy, Ph.D. Illinois; J. W. Mayo, Ph.D. Washington (St. Louis); M. N. Murray, Ph.D. Syracuse.

**Associate Professors:**
- D. D. Clark, Ph.D. Michigan State; E. Glustoff, Ph.D. Stanford; K. E. Phillips, Ph.D. Washington (Seattle).

**Assistant Professors:**
- J. A. Gauger, Ph.D. Iowa State; M. Kunkin, Ph.D. Wisconsin; D. M. Mandy, Ph.D. Illinois; J. W. Mayo, Ph.D. Washington (St. Louis); M. N. Murray, Ph.D. Syracuse.
### Computer Science 100 or 102

**Hours Credit**: 4

**Sophomore**

- Accounting 201, 202: 6
- Economics 201: 3
- Statistics 201 (Management Science, Ph. D. Michigan; A. Miller, Ph. D. Washington; C. E. Noon (Management Science), Ph. D. Michigan; M. H. Patel (Management Science), Ph. D. Georgia Institute of Technology.)

### Alabama; S. K. Reed (Emeritus), Ph. D.

- Sociology Electives: Any Management courses or other courses as approved by the department.

### A. H. Keally (Emeritus), M. B. A.

- Social Science Electives: Any Management courses or other courses as approved by the department.

**Total: 121 hours**

**1**Consult an advisor in Glocker 52 for specific courses.

**2**Junior and senior years must be 300 or 400 level courses with the exception of non-business, humanities, and social science electives.

### MANAGEMENT

**Professors:**
- R. W. Boling (Emeritus), Ph. D. Stanford;
- H. D. Dewhurst, Ph. D. Texas; M. K. Ho (Management Science), Ph. D. Stanford;
- A. H. Keally (Emeritus), M. B. A.

**Pennsylvania:**
- J. M. Larsen, Jr., (Emeritus), Ph. D. Purdue; C. W. Neel (Dean), Ph. D. Alabama;
- S. K. Reed (Emeritus), Ph. D. Pennsylvania;
- S. C. Vance, William B. Stokely Professor of Strategic Management (Emeritus), Ph. D. Pennsylvania;
- G. A. Wagoner (Emeritus), M. B. A.

**Associate Professors:**
- M. H. Patel (Management Science), Ph. D.
- T. D. Tarr, Ph. D.
- J. E. A. Russell, Ph. D.

**Assistant Professors:**
- M. Bowers (Management Science), Ph. D.
- T. E. Clinkman, P. G. Campbell, M. S. Austin Peay;
- D. R. Fox (Management Science), Ph. D.
- G. E. Fryxell, Ph. D. Indiana;
- R. C. Hudson, M. B. A. Minnesota; L. Kaplan

### MANAGEMENT SCIENCE PROGRAMS

**Professor:**
- J. K. Ho, Ph. D. Stanford.

**Associate Professor:**
- K. C. Gilbert (Chairperson), Ph. D. Tennessee.

**Assistant Professor:**
- D. R. Fox, Ph. D. Purdue.

**GRADUATE**

Consult the Graduate Catalog for information on graduate programs.

### MARKETING, LOGISTICS, AND TRANSPORTATION

**Professors:**
- D. J. Barnaby (Head), Ph. D. Purdue;
- E. R. Cadotte, Ph. D. Ohio State;
- F. W. Davis, Jr., Ph. D. Michigan State;
- G. N. Dierer, Ph. D. A. Indiana;
- L. L. Frye (Emeritus), Ph. D. Florida;
- F. L. Hendrix (Emeritus), Ph. D. North Carolina (Chapel Hill);
- R. L. Jenkins (Associate Dean), Ph. D. Ohio State;
- C. J. Langley, Jr., Ph. D. Pennsylvania State;
- W. B. Locander (Distinguished Professor), Ph. D. Illinois;
- R. A. Mundy, Ph. D. Pennsylvania State;
- E. P. Patton, Ph. D. North Carolina (Chapel Hill); R. B. Woodruff, Ph. D.

**Associate Professors:**
- J. H. Fogg, Ph. D. Indiana;
- J. R. McMillan, Ph. D. Ohio State;
- R. C. Reizenstein (Associate Dean), Ph. D. Cornell, J. O. Rentz, Ph. D. Georgia.

**Assistant Professors:**
- S. F. Gardial, Ph. D. Houston; D. J. Faulds, Ph. D. Iowa;
- D. W. Schumann, Ph. D. Missouri (Columbia); P. S. Speck, Ph. D. Texas Technological

### LOGISTICS AND TRANSPORTATION

**Freshman**

- English 101, 102: 6
- Mathematics 121, 122: 6
- Natural Science: 6
- General Education: 9
- Computer Science 100 or 102: 4

**Sophomore**

- Accounting 201, 202: 6
- Economics 201: 3
- Statistics 201: 3
- Communications: 3
- History: 3
- General Education: 3

**Junior**

- Marketing 301: 3
- Finance 301: 3
- Management 301, 303: 6
- Business Law 301: 3
- Statistics: 3
- Management 321, 311, 341: 9
- General Education: 3

**Senior**

- Management 401, 431, 421: 12
- Management Elective: 9

**Total: 121 hours**

**1**Consult an advisor in Glocker 52 for specific courses.

**2**Concentration and/or elective courses as specified by the advisor.

### MARKETING

**Freshman**

- English 101, 102: 6
- Mathematics 121, 122: 6
- Natural Science: 6
- General Education: 9
- Computer Science 100 or 102: 4

**Sophomore**

- Accounting 201, 202: 6
- Economics 201: 3
- Statistics 201: 3
- Communications: 3
- History: 3
- General Education: 3

**Junior**

- Marketing 301: 3
- Finance 301: 3
- Management 301, 303: 6
- Business Law 301: 3
- Transportation and Logistics 301, 302: 6
- Transportation and Logistics Electives: 9
- General Education: 3

**Senior**

- Management 401: 3
- Transportation and Logistics 401, 402: 6
- Transportation and Logistics 461 or 462: 3
- Transportation and Logistics Electives: 9
- General Education: 6

**Total: 121 hours**

**1**Consult an advisor in Glocker 52 for specific courses.
PUBLIC ADMINISTRATION

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Total: 121 hours

STATISTICS

Professors:

D. L. Sylwester (Head), Ph. D. Stanford;
D. S. Chambers (Emeritus), M. B. A. Texas;

R. A. McLean, Ph. D. Purdue; J. W. Philipot, Ph. D. Virginia Polytechnic; C. C. Thigpen, Ph. D. Virginia Polytechnic.

Associate Professors:

R. G. O'Brien, Ph. D. North Carolina (Chapel Hill); G. B. Ranney, Ph. D. North Carolina State (Raleigh); R. D. Sanders, Ph. D. Texas; M. S. Younger, Ph. D. Virginia Polytechnic.

Assistant Professors:

M. G. Leitnaker, Ph. D. Kentucky; G. Legall, Ph. D. Cornell; J. L. Schmidhammer, Ph. D. Pittsburgh; G. Walker, Ph. D. Virginia Polytechnic.

Instructor:

S. P. Wright, M. S. Tennessee.

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STATISTICS CONCENTRATION

Mathematics 251

INDUSTRIAL STATISTICS CONCENTRATION

Mathematics 251

Non-business elective

Junior

Natural Science

Finance 301

Management 301, 303

Business Law 301

General Education

Marketing 301

STATISTICS CONCENTRATION

Statistics 461, 462

INDUSTRIAL STATISTICS CONCENTRATION

Statistics 321, 355, Mathematics 200

Senior

Management 401

Non-business elective

Electives

Technical Electives

STATISTICS CONCENTRATION

Statistics 471

Statistics Elective

INDUSTRIAL STATISTICS CONCENTRATION

Statistics 461, 462

Total: 121 hours

1Consult an advisor in Blocker 52 for specific courses.

2Electives approved by the department.

CENTER FOR BUSINESS AND ECONOMIC RESEARCH

STAFF:

D. A. Hake (Director), Research Professor, Ph. D. Tennessee
K. E. Quindry (Emeritus), Research Professor, Ph. D. Kentucky
W. F. Fox, Associate Director, Research Professor, Ph. D. Ohio State
S. E. Bott, Research Assistant, B. S. Nebraska (Lincoln)
J. W. Mayo, Research Professor, Ph. D. Washington (St. Louis)
B. B. Vickers, Research Associate, B. A. Mary Washington
P. A. Price, Research Associate, B. S. Tennessee
M. J. Cornelius, Research Associate, M. S. Tennessee
P. M. Gilmore, Research Associate, B. S. North Carolina
C. E. Lammers, Research Associate, B. S. Pittsburgh
V. C. Cunningham, Research Assistant
D. M. Mandy, Research Assistant Professor
M. N. Murray, Research Assistant Professor
M. A. Wood, Research Assistant
P. L. Bridgeman, Research Assistant