Monique W. Anderson, Director, John E. Riblett, Director, Management 
William F. Fox, Director, Center for Business and Economic Research 
John E. Riekind, Director, Management Development Center 
Morgan W. Anderson, Director, Undergraduate Business Program 
Scott H. Buckner, Director Graduate Programs

BUSINESS — EXCELLENCE FOR TODAY AND TOMORROW

The UTK College of Business Administration is widely recognized for its leadership role in implementing some of the most innovative and exciting curriculum changes occurring during the last forty years of management education.

Recently, the College has been recognized for its rising stock among the nation's business schools, and cited the College for its "high value-to-cost ratio." Business Week's Guide to the Best Executive Programs ranked the College's MBA program 37th overall among the nation's business schools, and 17th among top executives.

In addition, the publication ranked the College's MBA program 37th overall among the nation's business schools, and cited the College for its "bold innovations" and "high value-to-cost ratio." Business Week's Guide to Business Schools named UTK as a "Best Buy" among all publically assisted institutions. The MBA program is consistently praised for its "bold innovations" and "high value-to-cost ratio." Business Week's Guide to the Best Executive Programs ranked the College's MBA program 37th overall among the nation's business schools, and 17th among top executives.

While the College is an integral part of the national scene in education for businesses, it is deeply interested in Tennessee and its students. Through its Center for Business and Economic Research, the College provides the data and analysis which support sound fiscal and management decisions by private businesses and public agencies in Tennessee.

Business students are the ultimate beneficiaries of the College's aggressive involvement in business technology, research, and development of new management methods. In keeping with the College's tradition of excellence, our professors challenge the student's pioneering spirit and encourage their professional growth.

The College has also been a national leader in restructuring curriculum, and its "bold innovations" and "high value-to-cost ratio." Business Week's Guide to Business Schools named UTK as a "Best Buy" among all publically assisted institutions. The MBA program is consistently praised for its "bold innovations" and "high value-to-cost ratio." Business Week's Guide to the Best Executive Programs ranked the College's MBA program 37th overall among the nation's business schools, and 17th among top executives.

The UTK College of Business Administration for advanced management training.

The following core courses are required in all business curriculums: Economics 201, Statistics 201, Accounting 201-202, Marketing 301, Finance 301, Business Law 301, Management 301, 302, 401. Students are advised to consult the University's degree requirements as stated in the front section of the catalog as well as the requirements for the college or department.

UNDERGRADUATE ADVISING CENTER

The College maintains a Student Advising Center staffed with full-time academic advisors to assist students with their programs. The Undergraduate Advising Center is located in Student Services Building, 5th Floor. Students are advised to consult the University's degree requirements as stated in the front section of the catalog as well as the requirements for the college or department.

PROGRESSION STANDARDS

Admission to the College of Business Administration does not guarantee acceptance in the chosen major. Students who enter the College of Business Administration as business or prebusiness must apply for a major in the
TRANSFER STUDENTS FROM OTHER INSTITUTIONS

The following minimum requirements must be met in order to be considered for admission to the major:

OUT-OF-STATE community college or four-year institution:
1. The student must have a cumulative GPA of 2.75 or higher. If this standard is not met, the student shall be denied admission to the University.
2. If denied admission, a transfer student may REAPPLY after the student receives a 2.75 average (or 50 for an accounting applicant) in their first 12 semester hours, CR first semester in residence at UTK, whichever is more in the student's courses. The student must be specifically required in the lower-division of that curriculum, excluding non-business and non-departmental electives.
3. The overall record will be evaluated for quality and seriousness of purpose. An excessive number of withdrawals, in-/incomplete, repeated courses, or fail marks may result in denial of progression.
4. Progression standards are subject to change; current standards are available in the Undergraduate Advising Center, 974-5096.

RESIDENCY REQUIREMENT

Students transferring from other institutions must complete at least 9 credit hours in their major at UT Knoxville.

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 Advising Center, 974-5096, or contacting an advisor in that office.

COUSE LOAD

The normal course load for a semester is 15-18 hours. In unusual circumstances, permission to take a course load in excess of this maximum may be granted by the Director of the Undergraduate Advising Center in Business Administration.

SATISFACTION/NO CREDIT

A maximum of 25 credit hours of satisfactory/no credit (S/NC) may be used toward graduation. Such credit hours may be used to meet only the requirements identified in the curriculum as "business or non-business electives," plus any business courses specifically designated as being available for S/NC grading.

BUSINESS MINOR FOR NON-BUSINESS STUDENTS

Students not enrolled in the College of Business who wish to obtain a minor in Business Administration must successfully complete one of the following sequences:

OPTION 1
Accounting 201, 202, Economics 201, Statistics 301.
12 hours of upper-division business electives except that no more than 3 upper division hours of accounting, economics, or statistics may be used for this minor.

OPTION 2
College of Engineering Students Accounting 201, 202, Economics 201, one of the following: Business Law 301, Finance 301, Management 301, Marketing 301.
Two of the following: Chemical Engineering 405, Industrial Engineering 303, 301, 302, 406, 406, Mechanical Engineering 503.
All upper division course work must be taken at UT Knoxville. Students are responsible for meeting listed pre-requisites of any upper division course taken. Minors in other colleges are available to College of Business Administration students.

EXECUTIVE UNDERGRADUATE PROGRAM

Top students are invited into the Executive Undergraduate Program, a professional enrichment experience. Member meet with executives who visit the campus, participate in group workshops with University professors, and share experiences with students who have similar goals and interests.

Executive in Residence courses for seniors bring distinguished business and industrial leaders to campus for lectures and lunch or dinner meetings with small groups of students. In these sessions, students have the opportunity to ask questions of some of the nation's business leaders.

SCHOLARSHIPS

A limited number of scholarships are available for highly qualified students. Students are invited to apply for a College of Business Administration scholarship. Selection criteria are considered for scholarships including: academic merit, financial need, and leadership. Students must complete the College of Business Administration scholarship application and must submit it by the application deadline in mid-February each year.

FOREIGN STUDY

Several opportunities for study abroad are available 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 programs conducted abroad by another academic institution to which UT Knoxville students with approval may be obtained through 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, 492. 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 faculty member and the department granting credit. It may include certain types of work experience, community involvement, etc. Students should register for credit using the Off-Campus Study number BA 492. Credit will be awarded only after completion of all agreed upon requirements.
STUDENT ORGANIZATIONS
Business students at UTK have the opportunity to belong to several honorary and professional societies at the beginning of the catalog. Meeting the following requirements does not guarantee acceptance into the organization.

Alpha Kappa Psi—Professional business fraternity for entering freshman and transfers in the College of Business Administration with a minimum cumulative GPA of 2.75 on a 4.00 scale.

Beta Alpha Psi—Accounting students, graduate or undergraduate, registered in advanced accounting and having a minimum B-minus average in all subjects.

Delta Nu Alpha—Transportation students who have completed the basic transportation requirements do not guarantee acceptance beginning of the catalog. Meeting the following entrance requirements, please see the listing of honorary and professional societies at the entrance requirements, please see the listing of

98 average.

Delta Sigma Pi—Professional business fraternity for students enrolled in the College of Business Administration with a 4.00 scale.

Delta Nu Alpha—Transportation students who have completed the basic transportation requirements do not guarantee acceptance beginning of the catalog. Meeting the following entrance requirements, please see the listing of honorary and professional societies at the entrance requirements, please see the listing of

98 average.

NON-TRADITIONAL STUDENTS
For more information on options and resources available to non-traditional students, contact the Office of Reentry Students, 407 Student Services Building, 974-6504.

OTHER AVAILABLE RESOURCES
Career Services—Located in 100 Dunford Hall. Career Services helps students choose a major, assess career alternatives, and employment and, complete a successful transition from the University to the world of work. For more information on the services provided, please visit the University to the world of work. For more information on the services provided, please visit the

University Advising Center—Complete course descriptions and syllabi for undergraduate business courses can be found in the Undergraduate Advising Center, Glocker 52.

College of Business Administration Undergraduate Student Guide—A complete guide to everything an undergraduate business student needs to know is available in the Undergraduate Advising Center, Glocker 52.

Business Majors and Careers
The College of Business Administration provides students with an opportunity to work with some of the nation’s best business educators within a demanding yet dynamic field of study. Majors in nine main areas comprise the breadth of the core business curriculum with the flexibility of specialized areas of study. Business students are exposed to the latest developments in business theory and technology, including the use of computers as problem-solving tools. Each degree program emphasizes the oral and written communication skills necessary for success in any field. For up to date information on degree requirements, please see the Undergraduate Advising Center, Glocker 52.

GENERAL EDUCATION—FRESHMAN AND SOPHOMORE YEARS
The following courses are prerequisite to all majors in the College of Business Administration except for the Statistics major which is presented in the developmental listing.

CURRICULA
Freshman and Sophomore Curricula (except Statistics)
The following courses are prerequisite to all majors in the College of Business Administration except for the Statistics major which is presented in the developmental listing.

ACCOUNTING AND BUSINESS LAW
Professors:
K. E. Anderson, Head and Arthur Andersen Professor of Accounting, Ph.D. Louisiana State, CPA; N. U. Othman (Emeritus), Ph.D. Ohio State, CPA; B. D. Fisher, LLM. George Washington; H. J. Henning, Ph.D. Alabama, CPA; D. J. Kiger (Wagner) (Emeritus) Professor of Accounting), Ph.D. Messiah, CPA; W. H. Reed (Emeritus), MBA Northwestern, CPA, J. M. Renne, Ph.D. Oklahoma State, CPA, H. P. Roth, Ph.D. Virginia Polytechnic Institute, CMA; S. R. Williams (Emst & Young Professor), Ph.D. Akron, CPA.

Associate Professors:
K. E. Anderson, Head and Arthur Andersen Professor of Accounting, Ph.D. Louisiana State, CPA; N. U. Othman (Emeritus), Ph.D. Ohio State, CPA; B. D. Fisher, LLM. George Washington; H. J. Henning, Ph.D. Alabama, CPA; D. J. Kiger (Wagner) (Emeritus) Professor of Accounting), Ph.D. Messiah, CPA; W. H. Reed (Emeritus), MBA Northwestern, CPA, J. M. Renne, Ph.D. Oklahoma State, CPA, H. P. Roth, Ph.D. Virginia Polytechnic Institute, CMA; S. R. Williams (Emst & Young Professor), Ph.D. Akron, CPA.

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

Lecturers:
K. E. Anderson, M.ACC, Tennessee; L. W. Hendrick, M.A., Houston, J.D., CPA; H. Hughes, B.S. Tennessee.

Graduate Students at UTK has estab-

lished as one of the nation's top accounting schools. Modern society demands much from professionals in the field. They are responsible for preparing and analyzing financial data and for consulting in many specialized areas such as tax planning and compliance, auditing (examining and verifying financial records), information systems, and management advisory services.

After completing the core requirements for a business degree, they may specialize in areas such as accounting, economics, management, finance, business law, and management, the accounting major begins extensive work in financial and managerial accounting. The student then completes advanced work in specialized areas such as tax planning and compliance, auditing (examining and verifying financial records), information systems, and management advisory services.
Since 1993, the state of Tennessee has required anyone wishing to take the Uniform Certified Public Accountant (CPA) Examination to complete 150 semester hours of study. Therefore, students are encouraged to con-

continue their formal education at UTC's one-year Master of Accountancy program.

Junior

Marketing 301..........................3
Finance 301..........................3
Electives..................................3
Total: 128 hours

The wide range of business and arts and science courses required by this curriculum provides a solid base knowledge will suited for entry-level positions in many organizations. Graduates of the General Business Program begin their careers in management positions in sales, banking, insurance, and marketing. The curriculum is also ideal for students interested in pre-law, especially specializations in corpo-
rate law.

Courses in investments lead to career opportu-

ECONOMICS

Professors:

W. T. Fine, Head); Ph.D. Ohio State; R.A.
Bobrin, Ph.D. Washington (St. Louis); R.L.
Shepherd, Ph.D. Texas; S.L. Carrol, Ph.D.
Harvard; H.S. Chang; Ph.D. Vendorbert D.P.
Clark, D.D. Michigan (St. Louis); W.E. Cole, Ph.D.
Texas; P. Davidson (J Fred Holly Professor of
Political Economy), Ph.D. Pennsylvania; C.B.
Garrison, Ph.D. Kentucky; H.W. Hertz, Jr.
Ph. D. Maryland; H.E. Jenson (Emeritus), Ph.D.
Garrison, Ph.D. Kansas; E.M. Spina, Jr. (Emeritus), Ph.D. Texas.

Associate Professors:

D. W. Fault, Ph.D. Iowa State; G. Glucks.
Ph. D. Stanford; J.R. Kohn, Ph.D. Maryland.
J.M. Murry, Ph.D. Syncoxia.

Assistant Professors:

P.M. Baier, Ph.D. Virginia; A.F. Farmer,
Ph.D. Ohio State; D. Roden, Ph.D. Cali-
fornia (Davi); D. Stann, Ph.D. University of Wisconsin; V.O. Stango, Ph.D. University of California.

The economics major thoroughly examines the economic processes of society, focusing on the production, distribution, and consumption of goods and services. Students in economics may select courses from the fields of economic development, industrial organization, labor economics, international economics, economic history, regional economics, public finance, and consumer behavior. All the options mapping in economics take place in economic theory. In addition, the student gains a knowledge of our culture and society as well as the world of business by completing courses in arts and sciences and in the functional areas of busi-
ness. Graduates in economics are in demand in many sectors including industry, commerce, finance, trade associations, and government offices at all levels.

Junior

Marketing 301..........................3
Finance 301..........................3
Electives..................................3
Total: 128 hours

FINANCE

Professors:

H.A. Black (Head) and James F. Smith
Professor); Ph.D. Ohio State; T.P. Bevins,
Ph.D. Washington (St. Louis). W.W.
Dowthetton(Emeritus); Ph.D. Pennsylvania;
M.C. Earhardt; Ph.D. Georgia Tech; S.C.
Philips (Distinguished Chair Professor of
Banking and Finance), Ph.D. New York; R.E.
Shenav (William Voight Scholar), Ph.D.
California Los Angeles); J.M. Wochwitz,
Prof., Ph.D. Illinois; J.W. Wallasey (Clayton Chair of
Excellence), Ph.D. South Carolina.

Associate Professors:

A.L. Axler, Ph.D. Iowa State; M.C. Collina,
Ph.D. Georgia; P.R. Daves, Ph.D. North Carolina;
R.P. DeCamp, Ph.D. Ohio State.

AssisKnt Professors:

O. Garehope, Ph.D. Florida; M.B. Starn, Ph.D.
Virginia.

The finance major gives students the flexi-

bility to tailor their programs to fit their particular career goals and to prepare for one (or more) of the following specialty areas:

Courses in investments lead to career opportu-

unities in investment analysis, commercial and investment banking, and insurance companies. Courses in Real Estate are designed for students who are interested in real estate brokerage, appraisal, taxation, market, property management, real estate development, mortgage lending and banking, construction, government loan guarantees, and insurance. Courses in Copa-

rate Finance lead to opportunities in corporate forecasting, planning, and control; cash man-
agement; and capital and financial analysis po-
sitions. Courses in Financial Institutions and

Markets prepare students for opportunities in the management of financial institutions as well as within the government organizations re-
lated to the industry. Courses in Insurance and Risk Management prepare students for oppor-
tunities in insurance, business, and public risk management.

Senior

Marketing 301..........................3
Finance 301..........................3
Electives..................................3
Total: 126 hours

FINANCE

Professors:

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Ph.D. Washington (St. Louis). W.W.
Dowthetton(Emeritus); Ph.D. Pennsylvania;
M.C. Earhardt; Ph.D. Georgia Tech; S.C.
Philips (Distinguished Chair Professor of
Banking and Finance), Ph.D. New York; R.E.
Shenav (William Voight Scholar), Ph.D.
California Los Angeles); J.M. Wochwitz,
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Markets prepare students for opportunities in the management of financial institutions as well as within the government organizations re-
lated to the industry. Courses in Insurance and Risk Management prepare students for oppor-
tunities in insurance, business, and public risk management.
Senior

Written Communications .......................... 3

Economics 311

Business Law

Junior

International Business - The international course must be completed.

Written Communications - One course from: English

Business Electives

Arts Elective

General Business Electives

Economics 311 or 313 or Logistics and Transportation 301

Management Electives

Arts Elective

Electives

Senior

Written Communications..........................................3

Economics 311

Business Law

Junior

International Business - The international course must be completed.

Written Communications - One course from: English

Business Electives

Arts Elective

General Business Electives

Economics 311 or 313 or Logistics and Transportation 301

Management Electives

Arts Elective

Electives

Total: 128 hours

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<tr>
<th>Course</th>
<th>Hours</th>
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<tr>
<td>Written Communications</td>
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<tr>
<td>Economics 311</td>
<td>3</td>
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<tr>
<td>Business Law</td>
<td>3</td>
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<tr>
<td>International Business</td>
<td>3</td>
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<tr>
<td>Written Communications</td>
<td>3</td>
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<tr>
<td>Business Electives</td>
<td>12</td>
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<tr>
<td>Arts Elective</td>
<td>3</td>
</tr>
<tr>
<td>General Business Electives</td>
<td>12</td>
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<tr>
<td>Written Communications</td>
<td>3</td>
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<tr>
<td>Senior</td>
<td>3</td>
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<tr>
<td>Management Electives</td>
<td>3</td>
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<tr>
<td>International Business</td>
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<tr>
<td>Arts Elective</td>
<td>3</td>
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<tr>
<td>Electives</td>
<td>6 or 11</td>
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</table>

Tennessee; D. A. Hake, Ph.D. Tennessee; L. R. Alabama; D. Reese (Emeritus), Ph.D. Indiana; D. W. Larsen, Jr. (Emeritus), Ph.D. Purdue; A. M. Miller, Pennsylvania; R. T. Ladd, Ph.D. Georgia; J. M. Dewhirst, Ph.D. Texas; K. C. Gilbert (Chair, Management Science Program), Ph.D. Carolina (Chapel Hill).


Associate Professors: G. E. Fowler (Head), Management Science, Ph.D. Georgia; J. R. Drury, Management Science, Ph.D. Colorado; C. E. Frye, Ph.D. Indiana; C. O. Judge; Ph.D. North Carolina; R. C. Maddux, Ph.D. Texas; C. E. Noon (Management Science), Ph.D. University of Missouri (Management Sciences), Ph.D. Northwestern.

Assistant Professors: I. C. Cadien, Ph.D. Southern California; T. J. Dean, Ph.D. Colorado; C. P. Edinborough (Management Science), Ph.D. British Columbia.

Management majors at UT may choose from several different areas of emphasis. Opportunities for specializations and personnel management are the most specified, but an individualized program may be developed. The foundation is provided by studies of organizational structure and process, human behavior in organization, and business strategy. Building on that foundation and the core courses in accounting, economics, marketing, and finance, the management major selects one of the following four areas of emphasis: General Management, Operations Management, International Management, or International Management.

Students interested in transportation will typically accept employment with a carrier, motor, rail, water, or air, and/or with the logistics and transportation department of a business that purchases transportation services from carriers.
Marketing is a vital activity which is directed toward identifying what the customer wants with the objective of delivering superior value to that customer. Companies that strive to focus on their customers understand the critical importance of such aspects of marketing as advertising, distribution, selling, pricing, product development, and marketing research. Marketing provides consumers with what they want when they want it at the heart of the free enterprise system. Typically, a career in marketing involves in consumer or industrial sales and retailing, and often employs a broader range in advertising, brand management, sales management, distribution management, marketing research, distribution, and other related areas. It is beneficial for students interested in a marketing career to include courses in accountancy, business law, finance, logistics and transportation, marketing, and statistics, as well as a broad array of courses in arts and sciences, in their educational background. In particular, courses in the social sciences and mathematics are background for understanding the forces that shape consumer preferences.

Marketing Electives

- Business Law 301
- Finance 310
- Marketing 301
- Management 401
- Management 402
- Marketing 310
- Marketing Electives
- Winter Communications
- International Business
- Web Electives
- Mathematics

Total: 15 hours

Marketing 310 is a prerequisite for all subsequent courses in Marketing. In addition, the remainder of the marketing courses may be offered with the permission of the College of Business Administration. Only one elective course is required by the College of Business Administration. All other business-related courses may be selected from a list of courses in a concentration area such as Management 411, Logistics and Transportation 441, or Economics 321.

PUBLIC ADMINISTRATION

Public Administration is a joint program sponsored by the Department of Economics and the Department of Political Science. It is designed for students interested in public sector management, the formation of public policy, or the interface between the public and private sectors. The program combines general education in business principles with specific courses in government. Students choose electives to focus on their interest or expertise.

Public administration majors find careers in city management, income administration, budget preparation, and budget administration. Opportunities exist at the federal, state, and local levels of government. Many public administration majors pursue graduate and professional education and training. Law schools and the Masters of Public Administration are two possible options.

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours</th>
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<tbody>
<tr>
<td>Finance 301</td>
<td>3</td>
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<tr>
<td>Marketing 301</td>
<td>3</td>
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<tr>
<td>Management 401</td>
<td>3</td>
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<tr>
<td>Management 402</td>
<td>3</td>
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<tr>
<td>Marketing 310</td>
<td>3</td>
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<tr>
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<td>3</td>
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<td>3</td>
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<td>3</td>
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<tr>
<td>Mathematics</td>
<td>9 or 11</td>
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</tbody>
</table>

Total: 15 hours

Economics or Political Science Electives - Upper division courses in Economics or Political Science.
Written Communications - One course from: English 201, 202, 423, 424
Elective - one course from: Philosophy 242, 243 or 244
International Business - The international course relevant to the student's development as a professional. The major course may be satisfied by one or more courses in International Business.
Web Electives - One course from: English 201, 202, 210, 260; Women's Studies 330.

STATISTICS

Professors:
John J. Belshe, Ph.D. Indiana; D. L. Boverman, Ph.D. Virginia Polytechnic; D. L. Bowerman, Ph.D. Virginia Polytechnic; J. O. Rentz, Ph.D. Georgia; D. W. Schumann (Head), Ph.D. Missouri (Columbia).

Assistant Professors:
M. C. Hedlund, M.S. Indiana; J. W. Hightower, M.S. Virginia Polytechnic; S. P. Wright, M.S. Virginia Polytechnic.

Instructors:
F. H. Moon, Ph.D. North Carolina (Chapel Hill); J. O. Rentz, Ph.D. Georgia; D. W. Schumann (Head), Ph.D. Missouri (Columbia).

Adjunct:
J. J. Bauchamp, Ph.D. Florida State.

Assistant Professors:
D. L. Bowerman, Ph.D. Virginia Polytechnic; D. W. Schumann (Head), Ph.D. Missouri (Columbia).

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