The UTK College of Business Administration is widely recognized for its leadership role in implementing some of the most innovative and exciting curricular 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 leadership role in Total Quality Management. The MBA program is consistently praised for its "bold innovations" and the College's Management Development Center was ranked number one program in the nation in Fall 1996. As of Spring, 1998, the publication ranked the College's MBA program 43rd overall among all business schools and 10th that the graduate level, was one of the first in the nation to be accredited at all possible degree levels. The College's logistics and transportation programs was ranked the number one program in the nation in Fall 1996. The College has also been a national leader in bringing the concepts of industrial statistics and total quality management methods into the classroom. Many major American firms, including General Motors, Ford, Campbell's Soup, Procter and Gamble, and the Hershey Corporation, rely on the College and the Management Development Center for specialized training in these areas. Eighty-five percent of the top Fortune 500 firms have sent managers to the UTK College of Business Administration for advanced management training.

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 students' pioneering spirit and encourage their professional growth.

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

The College of Business Administration administration undergraduate curriculum consists of general education courses, a business "core," and an area specialization. Building on a firm foundation of the social, behavioral, and natural sciences, the business core seeks to expose students to the realities of financial and managerial accounting, micro and macro economics, and the functional fields of business. In addition, an international dimension is included in the curriculum to prepare students for the world of international business.

In the first two years, students take the courses to meet the general education requirements of the curriculum. In their junior and senior years, students complete courses from the business core requirements and their major. A Bachelor of Science degree is offered in the following nine majors: accounting, economics, finance, general business, logistics and transportation, management, marketing, public administration, and statistics. These majors and related career opportunities are discussed later in this section of the catalog.
Course Load
The normal course load for a semester is 14-16 hours. In unusual circumstances, permission to take a course load in excess of the maximum may be granted by the Director of the Undergraduate Advising Center in Business Administration.

SATISFACTORY/NO CREDIT
A maximum of 20 credit hours of satisfactory/credit (S/N/C) may be used toward degree requirements for a Bachelor of Science in Business Administration. 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/N grading.

Business Minor for Non-business Students
Students pursing majors in colleges other than the College of Business Administration and who wish to obtain a minor in a Business Administration must successfully complete the following requirements:
- Accounting 201-202, Economics 201, Statistics 202, Finance 201, Management 200, and one additional 300 level or above business elective.
- All upper division (300 level or above) course work must be taken at UT, Knoxville.

Students are responsible for meeting listed prerequisites of any upper division courses taken.

Executive Undergraduate Program
Top students are invited into the Executive Undergraduate Program, a professional enrichment experience. Member meet with executive visitors who will present their experience to UT students, participate in small group workshops with University professors, and share experiences with students who have similar goals and interests.

Executive in Residence courses for senior business students must be taken at UT in the fall semester. These courses must be taken in Business Administration. 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/N grading.

Residency Requirement
Students transferring from other institutions must complete at least 12 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, 374-5036, or contacting an advisor in that office.

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 considered for scholarships include: academic merit, financial need, and leadership. Students wishing to be considered complete the College of Business Administration scholarship application and must submit a copy of the application deadline in mid-Febra-
yur each year.

In order to be considered for a scholarship, students must meet the following criteria:
1. Unweighted grade point average of 3.0;
2. ACT composite score of 23 or SAT com-
mposite score of 1050.

To apply, students must submit the following:
1. A current high school transcript and a current college transcript, if the student is a transfer student.
2. ACT or SAT scores;
3. Class rank.

For a complete list of scholarships available to undergraduate students, please see the Honors and Awards section of the catalog.

Foreign Study
For a complete list of opportunities for study abroad are available to students in the college. One avenue is through group programs arranged and super-
vised by 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 UT Knoxville students will be granted by the Overseas Study Information Service located in the University’s Division of Interna-
tional 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 appro-
priate department. Students should register for credit under the Foreign Study number BA 492. Credit will be awarded only after completion of all agreed upon requirements.

Off-campus Study
Recognizing that learning is not restricted to formal classroom situations, the college pro-
vides for students to earn credit toward gradu-
ation through approved off-campus study. Such study may be undertaken only with prior approval of faculty member and the department granting credit. It is based upon certain types of work experiences, community involvement, etc. Students seeking such study must apply for approval through the Off-campus Study number BA 492. Credit will be awarded only after completion of all agreed upon requirements.

Student Organizations
Business students at UT have the oppor-
tunity to join the many business student profes-
sional societies. For a complete list of these organizations and the related participation or entrance requirements, please see the listing of honoray and professional societies at the beginning or the catalog. Meeting the following requirements does not guarantee acceptance into the organization.

Alpha Kappa Psi—Professional business fraternity for undergraduate and graduate students majoring in business administration, finance, and management. Alpha Kappa Psi operates in accordance with the principles of the business administration major.

Beta Alpha Psi—Accounting, business, and finance majors who are majoring in accounting and are prepared to work toward a successful career in accounting and related fields.

Delta Sigma Pi—Professional business fraternity for students enrolled in the College of Business Administration. A minimum of 30 semester hours of University credit with a cumulative GPA of at least 2.5 is required for initiation.

Logistics and Transportation Association—Open to all Logistics and Transportation students at UT.

College of Business Administration
majors and any student with an interest in logistics and transportation careers. Uncover Delta Epsilon—Honor society in economics for students and faculty. Student members must have a minimum 3.0 overall average.

ADULT STUDENTS
For more information on options and resources available to adult students, contact the Adult Student Services Center, 414 Student Services, at 794-4504.

OTHER AVAILABLE RESOURCES:
Career Services—Located in 100 Duntly Hall, Career Services helps students choose a major, assess career alternatives, find employment, and complete a successful transition from the University to the world of work. For more information on the services provided, please see the front section of the catalog under Career Services.

Undergraduate 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 major 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 couple 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 ori 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—FRESHMEN 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 departmental listing.

CURRICULA
Freshman and Sophomore Curricula (except Statistics)
The following courses are prerequisite to all majors in the College of Business Administration.

Economics 201 .......................... 4
Statistics 201 .......................... 3
Public Communications 200 .......................... 3
Business Administration 200 .......................... 3
Accounting 201, 202 .......................... 6

Total: 64-66 hours
ECONOMICS

Professors: R.A. Bohn, Ph.D. Washington (St. Louis); R.L. Bowlby, Ph.D. Texas; L.I. Carroll, Ph.D. Harvard; H.G. Chang, Ph.D. Wayne State; D.R. Clark, Ph.D. Michigan State; W.E. Colvin, Ph.D. (Emory); F.L. Davidson, Ph.D. Davidson; P. Hoff, Ph.D. Political Economy; N. Pyles, Ph.D. Pennsylvania; W.M. Fox, Ph.D. Ohio State; C.B. Giberson, Ph.D. Kent; J.W. Hering, Jr., Ph.D. Missouri; H.E. Jiracek (Emeritus); R.J. Kesler, Ph.D. Michigan State; S.A. Moore (Emeritus), Alum Distinction Service Professor; D.G. North, Ph.D. Northwestern; E. Ramey (Emeritus), Ph.D. London School of Economics; M. Russell, Ph.D. Oklahoma; A.M. Scholzmann, Ph.D. Washington (St. Louis); G.A. Spika, Jr., Ph.D. (Emeritus); P.E. Texas.

Associate Professors: M.N. Murray (Head), Ph.D. Synace; J.A. Gauger, Ph.D. (Now State); E. Goldfarb, Ph.D. (Stanford); J.R. Kohn, Ph.D. (Maryland).

Assistant Professors: P.M. Balaji, Ph.D. Viglione; A.F. Farmer, Ph.D. Duke; D. Stanley, Ph.D. University of Wisconsin; V.D. Stangor, Ph.D. Indiana; G.M. Starns, Ph.D. St. Steven's University.

The economics major thoroughly examines the economy, 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 monetary and fiscal policies. All students majoring in economics take calculus in economics through their senior year. 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 business. Graduates in economics are in demand in many sectors including industry, commerce, finance, trade associations, and government offices at all levels.

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FINANCE

Professors: J.W. Walters (Heid and Clayton Chair of Excellence), Ph.D. South Carolina; H.A. Block (James F. Smith Professor), Ph.D. Ohio State; T.P. Bevan, Ph.D. Pennsylvania (St. Louis); W.Y. Duflo Brennen (Brennen), Ph.D. Pennsylvania; Y.C. Elbomr, Ph.D. Georgia Tech; G.C. Phialps (Distinguished Chair Professor of Banking and Finance), Ph.D. New York; R.E. Sherman (William Voight Scholar), Ph.D. California (Los Angeles); M.J. Wachowicz, Ph.D. (Emeritus), Ph.D. New York.

Associate Professors: L.A. Auier, Ph.D. Iowa; M.C. Collins, Ph.D. Georgia; P.R. Dower, Ph.D. North Carolina; P.P. DeAngelo, Ph.D. Ohio State; D. Gunzinger, Ph.D. Florida.

The finance major gives students the flexibility to tailor their programs to fit their particular career goals and to prepare for one (or more) of the following specialties areas:

- Corporate in investment/capital market opportunities.
- Finance and money management.
- Real estate development, mortgage lending and real estate investment.
- Banking and money management.
- Corporate finance, investment analysis, corporate forecasting, planning, and control.
- Risk management, and corporate and financial analysis.
- Economics of financial institutions and Markets.
- Financial Management for professionals in the management of financial institutions.
- General business majors are required to complete twenty-four additional hours in upper-division business courses.

- Senior English requirement may be satisfied by taking either Business Administration 211 or 411 or an international course of concentration such as Management 471, Logistics and Transportation 441, Economics 441, or Economics 443.

- Ethics: One course from Philosophy 242, 242 or 344.

FINANCE


FINANCE

Three or four courses from the courses listed below:

- Economic Elective - Students may select any upper division Economics course.
- International Business - The international course requirement may be satisfied by taking either Business Administration 211 or 411 or an international course of concentration such as Management 471, Logistics and Transportation 441, Economics 441, or Economics 443.
- Ethics: One course from Philosophy 242, 242 or 344.
- Written Communications: One course from English 263, 265, 355, 455.

- International Business - The international course requirement may be satisfied by taking either Business Administration 211 or 411 or an international course of concentration such as Management 471, Logistics and Transportation 441, Economics 441, or Economics 443.
- Ethics: One course from the courses listed below:

GUEST PROFESSORS:

- V. O. Stango, Ph.D. University of California; S. Stanford; J.R. Kahn, Ph.D. Maryland.
- G. A. Spiva, Jr. (Emeritus), Ph.D. Texas.
- M. N. Murray (Head), Ph.D. Synace; J.A. Gauger, Ph.D. (Now State); E. Goldfarb, Ph.D. (Stanford); J.R. Kohn, Ph.D. (Maryland).
- A.M. Scholzmann, Ph.D. Washington (St. Louis); G.A. Spika, Jr., Ph.D. (Emeritus); P.E. Texas.
- Written Communications - One course from: English 263, 265, 355, 455.
- Economic Elective - Students may select any upper division Economics course.
- International Business - The international course requirement may be satisfied by taking either Business Administration 211 or 411 or an international course of concentration such as Management 471, Logistics and Transportation 441, Economics 441, or Economics 443.

- Ethics: One course from the courses listed below:

HOURS CREDIT

- Junior Marketing 301
- Finance 301
- Management 301
- Economics 301
- Business Law 301
- Accounting 311 or Statistics 320
- Finance 421
- Economics 431
- Business 430
- Senior English requirement may be satisfied by taking either Business Administration 211 or 411 or an international course of concentration such as Management 471, Logistics and Transportation 441, Economics 441, or Economics 443.

- Ethics: One course from the courses listed below:

MANAGEMENT


FINANCE

- Financial Management for professionals in the management of financial institutions.
- General business majors are required to complete twenty-four additional hours in upper-division business courses.
- The wide range of business and arts and sciences courses required by this curriculum provides a solid base knowledge well suited for entry-level positions in many organizations.
Managed majors at UTK may choose from several different areas of emphasis. Operations management 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 organizations, and business strategy. Building on that foundation and the core courses in accounting, economics, marketing, and finance, the management major requires one of the following four areas of emphasis: General Management, Operations Management, Human Resource Management, or Marketing.

Career opportunities include staff positions in production planning, inventory management, training and recruiting, and in addition, line management positions in all types of industries, such as manufacturing, retailing, banking, transportation, and hospitality are all industries, such as manufacturing, retailing, banking, transportation, and hospitality are all.

Students interested in transportation will typically accept employment with a carrier (motor, rail, air, or water) or with the logistics and transportation department of a business that purchases transportation services from carriers.

**MANAGEMENT SCIENCE PROGRAMS**

(Graduate Program only)

**Professors:**
- K.C. Giltner, Ph.D., Tennessee
- M.M. Stilwawka, Ph.D., Northwestern

**Graduate Consultant:**
I.J. Cletand, Ph.D., Southern California

**Graduate Assistant:**
K.D. Manrodt, Ph.D., Tennessee

**Associate Professors:**
C.J. Blade, Ph.D., Georgia; M.R. Bowes Management (Science), Ph.D., Clemson; C.P. Edirisinghe, Ph.D., British Columbia; G.H. Whitlock (Emeritus), Ph.D., Indiana; W.Q. Judge, Ph.D., North Carolina; C.J. Langley, Jr., Ph.D., Pennsylvania State; J.T. Mentzer, Ph.D., Pennsylvania State; R.B. Woodruff, D.B.A., Indiana.

**Assistants:**
W.O. Fowler (Head), Ph.D., Florida; T.J. Reese (Emeritus), Ph.D., Iowa; M.C. Rush, Ph.D., Tennessee.

**Associate Professors:**
I.J. Clelland, Ph.D., Southern California.

**Assistant Professor:**
K.D. Manrodt, Ph.D., Tennessee.

**Chairman:**
J.H. Fogg, Ph.D., Indiana; M.C. Holcomb, Ph.D., Tennessee.

**Assistant Professor:**
K.D. Manrodt, Ph.D., Tennessee.

The internationally recognized logistics and transportation program at UTK is currently regarded as one of the most comprehensive and contemporary programs in the nation. The program has attained such recognition through its integration of one of the country's most highly regarded faculties, combined with a fundamental yet innovative curriculum.

Logistics relates to the movement of raw materials and component parts into and within a business firm and to the distribution of finished products and services to customers. Because logistic activities and services in the right place at the right time is critical to success in any business, logistics is an important element in any firm's comprehensive marketing strategy. A career in logistics offers students the opportunity to make a significant contribution to improving effectiveness in this area.

Transportation relates to the physical movement of goods between two geographic points.

**MARKETING, LOGISTICS, AND TRANSPORTATION**

**LOGISTICS AND TRANSPORTATION**

**Professors:**
- P.W. Davis, Jr., Ph.D., Michigan State; G.N. Oller, D.B.A., Indiana; J.L. Fye (Emeritus), Ph.D., Purdue; F.D. Porter, Ph.D., Michigan State; C.J. Blade, Ph.D., Georgia; M.R. Bowes Management (Science), Ph.D., Clemson; C.P. Edirisinghe, Ph.D., British Columbia; G.H. Whitlock (Emeritus), Ph.D., Indiana; W.Q. Judge, Ph.D., North Carolina; C.J. Langley, Jr., Ph.D., Pennsylvania State; J.T. Mentzer, Ph.D., Pennsylvania State; R.B. Woodruff, D.B.A., Indiana.

**Associate Professors:**
P.A. Dalbokh, Ph.D., Georgia State; S.G. Fashion, Ph.D., Rensselaer; Ph.D., Cornell; J.O. Renz, Ph.D., Georgia.

**Assistant Professor:**
M.A. Moon, Ph.D., North Carolina (Chapel Hill).

**Instructor:**
D.J. Thorpe, Ph.D., Tennessee.

**Marketing** is that activity which is directed toward identifying what the customer wants with the objective of delivering superior value to that customer. Companies that are able to focus on their customers understand the critical importance of such aspects as marketing as advertising, distribution, selling, pricing, product development, and marketing research.

The marketing major provides a career opportunities in the heart of the fast enterprise system. Typically, a career in logistics requires being in either consumer or industrial sales or retailing, and may ultimately expand to positions in advertising, brand management, sales management, promotions marketing, marketing research, distribution, and other related areas.
Junior  
Marketing 301 .........................................................3  
Finance 301 .............................................................3  
Management 301 .....................................................3  
Business Law 301 .....................................................3  
Logistics and Transportation 301 ......................................3  
Marketing 320 ..............................................................3  
Entrepreneurship ............................................................3  
"Written Communications"  
Entrepreneurial Communication ........................................3  
Senior  
Management 410 ..........................................................3  
Marketing Electives ..........................................................3  
Finance 301 ......................................................3  
International Business ......................................................3  
Electives ....................................................................9 or 11  
Note:  
Total: 126 hours

"Written Communications - One course from: English 263, 295, 355, 455.

B. Electives  
Marketing 301 ...........................................................3  
Finance 301 .............................................................3  
Ethics - one course from: Philosophy 242, 342, or 344.

"Arts Elective .............................................................3

Total: 126 hours

Statistics

Professors:  
Robert W. Beale (Hendrix), Ph.D. Iowa State;  
Richard E. Blevins, Ph.D. Illinois;  
J. W. Brown, Ph.D. Iowa State;  
H. K. Cameron, Ph.D. Cornell;  
L. J. Goodwin, Ph.D. Cornell;  
J. J. McGuire, Ph.D. Florida State;  
J. W. M. Phillips, Ph.D. Purdue;  
R. W. M. Williams, Ph.D. Purdue;  
J. W. Young, Ph.D. Purdue.

Associate Professors:  
T. J. Becker, Ph.D. Indiana University;  
P. J. Blevins, Ph.D. Illinois;  
J. M. Brown, Ph.D. Indiana University;  
R. W. Cameron, Ph.D. Cornell;  
J. J. McGuire, Ph.D. University of Georgia;  
W. M. Smith, Ph.D. Purdue;  
J. W. Young, Ph.D. Purdue.

Instructors:  
J. J. McGuire, Ph.D. Florida State;  
L. J. Goodwin, Ph.D. Cornell;  
J. W. M. Phillips, Ph.D. Purdue;  
J. W. Young, Ph.D. Purdue.

Adjunct:  
J. J. McGuire, Ph.D. Florida State;  
L. J. Goodwin, Ph.D. Cornell;  
J. W. M. Phillips, Ph.D. Purdue;  
J. W. Young, Ph.D. Purdue.

Statistics is the science of designing experiments and data-collection protocols, col-
geling and presenting numerical information, and analyzing this information as part of the de-
cision-making process.  

Students can work in two broad areas: the de-
velopment of statistical tools and the application of these tools to substantive areas. Applications include such diverse areas as quality control in manufacturing, research in engineering medi-
cine, and agriculture; survey and forecasting work for marketing operations and government agencies; and actuarial work for companies who offer insurance and pension programs.  

The collection and analysis of data is found in all areas of modern society, statisti-
cians find rewarding careers throughout busi-
ness, government, and industry. Some specific career options include industrial statisticians,  
statistical consultant, and research mathematicians.  

Well-trained PhDs are available at the B.S., M.S., and Ph.D. levels.

Center for Business Administration