

College of Business Administration

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BUSINESS—EXCELLENCE FOR TODAY AND TOMORROW

The UT 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, as *Business Week's Guide to Business Schools* named UT as a "Best Buy" among all business schools, and cited the College for carving out a niche in Total Quality Management. As of Fall, 1996, the College's undergraduate program was ranked 32nd nationally in a *US News and World Report* survey.

The tradition of innovation and change in business education has continued to be a hallmark of the College. In May 2000, the faculty unanimously agreed to adopt a new curriculum structure for the undergraduate program. The mission of the College of Business Administration's undergraduate program is to produce leaders in business and society that will successfully function in a global, technology-driven environment. To this end, the new curriculum, which will be implemented in Fall Semester 2002, will focus on integrated business management, functional specialty education, and organizational processes that span functional specialties. A new component of the business core is the study of four major contemporary management perspectives. Supply chain management, demand management, lean operations management, and information management, and an integrative learning experience comprise the contemporary business management block of the business core. It is

anticipated that topics in the block will change over time as business management perspective changes. The new undergraduate business program specifies up to 15 hours of collateral learning, which offers students the opportunity to pursue minors or dual majors.

An overall objective of the undergraduate business program is to move into the ranks of the top 25 programs in the country. To accomplish this objective, the College of Business Administration is committed to attracting and recruiting high ability students, creating a program innovation, and increasing the student and faculty satisfaction with the undergraduate program.

As of Spring, 1998, the *US News and World Report* survey ranked the College's MBA program 43rd overall among the nation's business schools. The MBA program is consistently praised for its "bold innovations" and its "high value-to-cost ratio." *Business Week's Guide to the Best Executive Programs* has rated the College's Management Development Center as the best in the country in Total Quality Management and 13th overall for its executive programs. At the undergraduate, graduate, and executive education levels, the College of Business Administration continues to pace the nation in restructuring curriculum, in pedagogy, and in providing a healthier balance between academic rigor and managerial relevance.

Students in the College of Business Administration benefit from the 102 outstanding faculty who are recognized for excellence in teaching, research, and public service. The College was one of the first in the South to be accredited by the American Association of Collegiate Schools of Business, and the only one in Tennessee so designated for a period of nearly 30 years. The UT accounting program, ranked in the top 20 in the nation at the undergraduate level and 10th at the graduate level, was one of the first three 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

Harris 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 UT 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 student's pioneering spirit and encourage their professional growth.

THE CURRICULUM

The College of Business Administration undergraduate curriculum consists of general education courses, a business "core," and an area specialization. Building on a firm foundation in written and oral communications, mathematical and statistical methods, an appreciation of the humanities and the arts, 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. 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.

UNDERGRADUATE ADVISING CENTER

The College maintains an Undergraduate Business Center staffed with full-time academic advisors to assist students with educational program planning. The Undergraduate Advising Center is located in Glocker 52. Advisors serve students by answering questions concerning majors, curriculum, and elective options. The objective of the Advising Center is to provide students academic advising information. After being admitted to a major (junior and senior years), students will confer with a departmental advisor regarding career goals and opportunities.

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 freshmen or sophomores must apply for a major in the semester after attempting 40 hours. The academic record presented will be assessed by the Undergraduate Business Program advising staff. The following minimum requirements must have been met in order to be considered for admission to the major:

1. The student must have followed a business curriculum.
2. The student must have earned a minimum 2.75 cumulative average (3.0 for accounting), over the courses specifically required in the lower-division of that curriculum, excluding electives.
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 Advising Center, Glocker 52.

TRANSFER STUDENTS FROM OTHER UT PROGRAMS

Students in other colleges at UT should apply for progression to the College of Business Administration at the earliest possible date—no later than the completion of 75 hours. Only in exceptional cases will application be considered after 75 hours of coursework (at UT or elsewhere) have been attempted. The following minimum requirements must have been met in order to be considered for admission to a major:

1. The student must have earned a minimum 2.75 average, cumulative, over the courses specifically required in the lower-division of that curriculum (3.0 for an accounting major), excluding electives.
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 Advising Center, Glocker 52.

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: The student must have a cumulative GPA of 3.0 or higher. If this standard is not met, the student shall be denied admission to the College.

IN-STATE community college or four year institution: 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 College.

Only in exceptional cases will application be considered after 75 hours of coursework have been attempted.

ARTICULATION AGREEMENTS

In addition, the College of Business has special transfer articulation agreements with some Tennessee community colleges, leading to admission with junior standing in particular majors at UT. These transfer programs lead to the awarding of the associate degree by the specified community college and the baccalaureate degree by UT, provided the student successfully completes all the courses required in a particular program and meets the grade point average requirements for that agreement. All other academic regulations of the degree-granting institutions must also be satisfied. Details on specific programs and requirements are available from the Office of Undergraduate Admissions at UT or from the specified community college.

RESIDENCY REQUIREMENT

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

APPEALS

Students who have been denied progression to a major in Business may appeal to the Undergraduate Admissions Appeals Committee. Information on procedures may be obtained in the Undergraduate Business Advising Center, 52 Glocker.

COURSE LOAD

The normal course load for a semester is 15-18 hours. In unusual circumstances, permission to take a course load in excess of 19 hours may be granted by the Director of the Undergraduate Business Program in Business Administration.

SATISFACTORY/NO CREDIT

A maximum of 20 credit hours of satisfactory/no credit (S/NC) 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 "electives," plus any business courses specifically designated as being available for S/NC grading.

BUSINESS MINOR FOR NON-BUSINESS STUDENTS

Students pursuing majors in colleges other than the College of Business Administration and who wish to obtain a minor in Business Administration must successfully complete the following requirements:

Accounting 201-202, Economics 201, Statistics 201, Finance 301, Management 301, Marketing 301, and one additional 300 level or above business elective.

All upper division (300 level or above) course work must be taken at UT. Students are responsible for meeting listed prerequisites of any upper division courses taken.

Math 125 or 141 is a prerequisite to Statistics 201.

Engineering students may substitute Chemical Engineering 301 for Statistics 201.

EXECUTIVE UNDERGRADUATE PROGRAM

Top students are invited into the Executive Undergraduate Program, a professional enrichment experience. Members meet with executives who present small group workshops and luncheons 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 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 considered for scholarships include: academic merit, financial need, and leadership. Students must complete the University Undergraduate Academic College Scholarship Application Form and submit it by the date printed on the application.

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 combined 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. A completed Undergraduate Academic College Scholarship Application Form.

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

FOREIGN STUDY

Several opportunities for study abroad are available to students in the college. One avenue is through group programs arranged and supervised 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 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. 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 experiences, community involvement, 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.

STUDENT ORGANIZATIONS

Business students at UT have the opportunity to belong to several honorary and professional societies. For a complete list of these organizations and the related participation or entrance requirements, please see the listing of 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.

American Marketing Association Student Chapter—Open to students interested in marketing careers.

Beta Alpha Psi—Accounting students, graduate or undergraduate, registered in advanced accounting and having a minimum 3.0 average in 9 hours of accounting, as well as in the cumulative GPA.

Delta Sigma Pi—Professional business fraternity.

Logistics and Transportation Association—Open to all Logistics and Transportation majors and any student with an interest in logistics and transportation careers.

Students in Free Enterprise—Open to all business majors. Students complete projects which teach about the free enterprise system.

OTHER AVAILABLE RESOURCES:

Adult Student Services
413 Student Services Building
(865) 974-4504

Career Services
100 Dunford Hall
(865) 974-5435

Center for International Education
Melrose Hall, Section G
(865) 974-3177

Disability Services
191 Hoskins Library
(865) 974-6087

Global Business Institute
Suite 9, Glocker Building
(865) 974-6110

Honors Programs
Melrose Hall, Section F
(865) 974-7875

Math Tutorial Center
322 Ayres Hall

English Writing Center
211 Humanities and Social Sciences Building
(865) 974-2611

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 departmental listing.

CURRICULA

Freshman and Sophomore Curricula (Except Statistics)

The following courses are prerequisite to all majors in the College of Business Administration.

	Hours	Credit
Freshman		
⁹ English 101, 102	6	6
¹ Mathematics 123, 125 or 141, 142	6 or 8	6 or 8
² Foreign Language	6	6
³ Natural Science	8	8
⁷ Social Science	6	6
Sophomore		
^{5,9} Humanities	6	6
Business Administration 220	1	1
Accounting 201, 202	6	6
Economics 201	4	4
⁸ Statistics 201	3	3
⁶ Oral Communications	3	3
Management 203	3	3
⁴ History	6	6
Total:		64-66 hours

¹Mathematics—Entry into Mathematics courses is a function of scores on a placement test taken by all entering students. Students whose placement scores do not qualify them for Mathematics 141-142 may take 123-125 and two additional elective hours. Mathematics 141-142 are preferred because they prepare students better for applying mathematical techniques in business subjects and subsequent graduate studies. Further, Mathematics 141-142 preserve students' choices for study in other departments in the University.

²Foreign Language—Students must complete the intermediate sequence of a foreign language. Students may either continue the Foreign Language begun in high school or start a new sequence. Courses taken at other than the intermediate level may be treated as nonbusiness electives. Students whose native language is not English may meet this requirement by passing English 131 and 132 and by passing two English language literature courses taught by the English Department at the 200-level.

³Natural Science—Any two-course sequence from those listed below: NOTE: Certain restrictions may apply to receiving credit in some of these areas. See individual course descriptions or advisor for details. Astronomy 161-162, or 217-218; Biology 101-102; Botany 110-120; Chemistry 120-130, or 128-138; Geography 131-132; Geology 101-102; 101-103.

⁴History—Any two-course sequence from courses listed below: African-American Studies 235-236; Asian Studies 101-102; History 241-242, 247-248, 261-262; Latin-American Studies 251-252; Medieval Studies 201-202. International students who have not taken U.S. History in high school may fulfill this requirement with a United States History sequence.

⁵Humanities—Six hours from courses listed below with at least three from the literature list. Literature:

Asian Languages 311, 312, 313, 314; Classics 253, 254; Comparative Literature 202, 203; English 201, 202, 221, 222, 231, 232, 233, 251, 252, 253, 281, 333, or 200-level Honors Literature Courses; Any foreign language courses whose content is literature including foreign literature in English translation; Medieval Studies 261, 262; Music History 310; Religious Studies 312, 313; Women's Studies 210, 215; Other Humanities: Art 171; Classics 221, 222; Philosophy 110, 111, 120, 121, 130, 135, 290, 342, 360, 380, 382; Religious Studies 101, 102, 232, 235, 300; Women's Studies 382.

⁶Oral Communications—One course from: Speech 210, 240.

⁷Social Science—Accounting majors must complete a course in Anthropology, Psychology, or Sociology and complete Political Science 101, 102 or 107.

Public Administration majors must complete either Political Science 101 or 107; Anthropology 110, 120, 130, 320; Geography 101, 102, 320, 323; Political Science 101, 102, 107; Psychology 110, 220, 310, 320, 360, 395; Sociology 110, 120, 200, 310, 346, 370, 415, 459.

⁸Statistics majors may substitute Statistics 251 in place of Statistics 201.

⁹Students who complete English 118, Honors English Composition, with a grade of A or B will complete their English Composition requirement by choosing English 102 or a sophomore literature course in the English Department. If the sophomore literature course appears on the list for the Humanities Literature requirement, the course may also be counted toward that Humanities requirement.

ACCOUNTING AND BUSINESS LAW

Professors:

K.G. Stanga (Head and Arthur Andersen Professor of Accounting), Ph.D. Louisiana State, CPA; K.E. Anderson (Distinguished Professor of Taxation), Ph.D. Indiana, CPA; N.E. Dittrich (Emeritus), Ph.D. Ohio State, CPA; B.D. Fisher, L.L.M. George Washington; J.E. Kiger (Warren L. Slagle Professor of Accounting), Ph.D. Missouri, CPA; J.M. Reeve (Deloitte & Touche Professor), Ph.D. Oklahoma State, CPA; H.P. Roth, Ph.D. Virginia Polytechnic Institute, CPA, CMA; J.R. Williams (Ernst & Young Professor), Ph.D. Arkansas, CPA.

Associate Professors:

B.K. Behn, Ph.D. Arizona State, CPA; J.V. Carcello, Ph.D., Georgia State, CPA, CMA, CIA; D. P. Murphy, Ph.D. North Carolina, CPA; I.A. Posey (Emeritus), M.S. Tennessee, CPA, CMA; A.W. Ray, Ph.D., Virginia Polytechnic Institute; W.L. Slagle (Emeritus), M.S. Tennessee, CPA; R.L. Townsend, Ph.D. Texas, CPA; J.B. Woodroof, Ph.D. Texas Tech, CPA.

Assistant Professors:

M.C. Letsinger (Emeritus), M.S. Tennessee, CPA; A.S. Rose, Ph.D. Texas A&M, CPA; J.M. Rose, Ph.D. Texas A&M.

Lecturers:

E.B. Anderson, MACC, Tennessee; A. R. Bryant, MACC Tennessee, CPA; D.D. DeVries, B.S., South Dakota, CPA, CISA; L.W. Hendrick, M.B.A. Houston, J.D., CPA; H.N. Hughes, B.S. Tennessee; C.M. Pfeifer, MACC Tennessee, CPA; L.M. Reeves, MACC, Tennessee, CPA.

The Accounting Program at UT has established itself as one of the nation's top accounting schools. Modern society demands much from professional accountants. 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 education (including courses in statistics, economics, marketing, 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, auditing, and systems. The use of computers in accounting is also stressed.

UTK's Accounting Programs are accredited by the American Assembly of Collegiate Schools of Business and are among the initial programs in the nation to receive this accreditation.

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 continue their formal education in UTK's one-year Master of Accountancy program.

	Hours	Credit
Junior		
Marketing 301	3	
Finance 301	3	
Management 301	3	
Accounting 311	3	
Accounting 341	3	
Accounting 321	3	
Accounting 411	3	
³ Ethics	3	
⁴ Written Communications	3	
Elective	3	
Senior		
Management 401	3	
Accounting 414	3	
Accounting 431	3	
Business Law 301	3	
Economics 311 or 313	3	
¹ International Business	3	
² Arts Elective	3	
Electives	9 or 11	
		Total: 126 hours

¹International Business—The international course requirement may be satisfied by taking either Business Administration 311 or 491 or an international course in a concentration area such as Management 471, Logistics and Transportation 441, Economics 321, Economics 323, or Marketing 440.

²Arts—One course from the courses listed below: Art 191; Art History 172, 173, 183; Classics 232, 233; English 263; Music History 100, 110, 120; Music General 130; Speech 280, 380; Theatre 100, 220, 221, 260; Women's Studies 330.

³Ethics—One course from: Philosophy 242, 342, or 344.

⁴Written Communications—One course from English 263, 295, 355, 360, 455.

ECONOMICS

Professors:

M.N. Murray (Head), Ph.D. Syracuse; R.A. Bohm, Ph.D. Washington (St. Louis); R.L. Bowlby (Emeritus), Ph.D. Texas; S.L. Carroll, Ph.D. Harvard; H.S. Chang, Ph.D. Vanderbilt; D.P. Clark, Ph.D. Michigan State; W.E. Cole (Emeritus), Ph.D. Texas; P. Davidson (J. Fred Holly Professor of Political Economy), Ph.D. Pennsylvania; W.F. Fox, Ph.D. Ohio State; C.B. Garrison, Ph.D. Kentucky; H.W. Herzog, Jr., Ph.D. Maryland; H.E. Jensen (Emeritus),

Ph.D. Texas; F.Y. Lee (Emeritus), Ph.D. Michigan State; J.R. Moore (Emeritus, Alumni Distinguished Service Professor), Ph.D. Cornell; W.C. Neale (Emeritus), Ph.D. London School of Economics; M. Russell (Emeritus), Ph.D. Oklahoma; G.A. Spiva, Jr. (Emeritus), Ph.D. Texas.

Associate Professors:

J.A. Gauger, Ph.D. Iowa State; E. Glustoff, Ph.D. Stanford.

Assistant Professors:

R. Santore, Ph.D. Ohio State; V.O. Stango, Ph.D. University of California; S. Stewart, Ph.D. University of New Mexico.

Research Assistant Professor:

D. Bruce, Ph.D. Syracuse University.

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 quantitative methods. All students majoring in economics take courses 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 business. Graduates in economics are in demand in many sectors including industry, commerce, finance, trade associations, and government offices at all levels.

	Hours	Credit
Junior		
Marketing 301	3	
Finance 301	3	
Management 301	3	
Electives	6	
Business Law 301	3	
Economics 311, 313	6	
¹ Ethics	3	
² Written Communications	3	
Senior		
Management 401	3	
Economics 499	3	
³ Economics Electives	9	
⁴ International Business	3	
⁵ Arts Elective	3	
Electives	9 or 11	
		Total: 126 hours

¹Ethics —One course from: Philosophy 242, 342, or 344.

²Written Communications — One course from: English 263, 295, 355, 360, 455.

³Economics Elective—Students may select any upper division Economics courses.

⁴International Business —The international course requirement may be satisfied by taking either Business Administration 311 or 491 or an international course in a concentration area such as Management 471, Logistics and Transportation 441, Economics 321, Economics 323, or Marketing 440.

⁵Arts—One course from the courses listed below: Art 191; Art History 172, 173, 183; Classics 232, 233; English 263; Music History 100, 110, 120; Music General 130; Speech 280, 380; Theatre 100, 220, 221, 260; Women's Studies 330.

FINANCE

Professors:

J.W. Wansley (Head and Clayton Chair of Excellence), Ph.D. South Carolina; H.A. Black (James F. Smith Professor), Ph.D. Ohio State; T.P. Boehm (Patton Scholar), Ph.D. Washington (St. Louis); R.P. DeGennaro, Ph.D. Ohio State; W.W. Dotterweich

(Emeritus), Ph.D. Pennsylvania; M.C. Ehrhardt (Voight Scholar), Ph.D. Georgia Tech; G.C. Philippatos (Distinguished Chaired Professor of Banking and Finance), Ph.D. New York; R.E. Shrieves (Sun Trust Professor of Finance), Ph.D. California (Los Angeles); J.M. Wachowicz, Jr., Ph.D. Illinois.

Associate Professors:

A.L. Auxier, Ph.D. Iowa; M.C. Collins, Ph.D. Georgia; P.R. Daves, Ph.D. North Carolina; D. Murphy, 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 specialty areas:

Courses in *Investments* lead to career opportunities 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, appraising, taxation, law, property management, real estate development, mortgage lending and banking, construction, government loan guarantees, and insurance. Courses in *Corporate Finance* lead to opportunities in corporate forecasting, planning, and control; cash management; and capital and financial analysis positions. Courses in *Financial Institutions and Markets* prepare students for opportunities in the management of financial institutions, as well as within the government organizations related to the industry. Courses in *Insurance and Risk Management* prepare students for opportunities in insurance, business, and public risk management.

	Hours	Credit
Junior		
Marketing 301	3	
Finance 301	3	
Management 301	3	
Electives	3	
Business Law 301	3	
Accounting 311 or Statistics 320 or Finance Elective ¹	3	
Economics 311 or 313	3	
Finance 421	3	
Finance 430	3	
Senior		
² Ethics	3	
³ Written Communications	3	
Finance 450	3	
Management 401	3	
¹ Finance Electives	9	
⁴ International Business	3	
⁵ Arts Elective	3	
Electives	6 or 8	
		Total: 126 hours

¹Finance Electives—A minimum of three courses from the courses listed below: Finance 402, 422, 431, 460, 471, 481, 482, and 493.

²Ethics—One course from: Philosophy 242, 342, or 344.

³Written Communications—One course from: English 263, 295, 355, 360, 455.

⁴International Business —The international course requirement may be satisfied by taking either Business Administration 311 or 491 or an international course in a concentration area such as Management 471, Logistics and Transportation 441, Economics 321, Economics 323, or Marketing 440.

⁵Arts—One course from the courses listed below: Art 191; Art History 172, 173, 183; Classics 232, 233; English 263; Music History 100, 110, 120; Music General 130; Speech 280, 380; Theatre 100, 220, 221, 260; Women's Studies 330.

GENERAL BUSINESS

The General Business Program offers a broader education that allows students to gain in-depth knowledge of a particular area of business while retaining an overall perspective. After completing the core requirements for a business degree, General Business majors complete twenty-four additional hours in upper-division business courses.

The wide range of business and arts and science courses required by this curriculum provides a solid base knowledge well suited for entry-level positions in many organizations. Graduates of the General Business program begin their careers as management trainees in sales, banking, insurance, and marketing. The curriculum is also ideal for students interested in pre-law, particularly specialization in corporate law.

	Hours Credit
Junior	
Marketing 301	3
Finance 301	3
Management 301	3
Electives	3
Business Law 301	3
Economics 311 or 313 or Logistics and Transportation 301	3
¹ General Business Electives	6
² Ethics	3
³ Written Communications	3
Senior	
Management 401	3
¹ General Business Elective	12
⁴ International Business	3
⁵ Arts Elective	3
Electives	9 or 11
Total: 126 hours	

¹General Business Electives (18 hours)—Six courses required, 300 level or above. Must include one course in at least four of the following areas: Accounting, Business Administration, Economics, Finance, Logistics and Transportation, Management, Marketing, Statistics.

²Ethics—One course from: Philosophy 242, 342, or 344.

³Written Communications—One course from: English 263, 295, 355, 360, 455.

⁴International Business—The international course requirement may be satisfied by taking either Business Administration 311 or 491 or an international course in a concentration area such as Management 471, Logistics and Transportation 441, Economics 321, Economics 323, or Marketing 440.

⁵Arts—One course from the courses listed below: Art 191; Art History 172, 173, 183; Classics 232, 233; English 263; Music History 100, 110, 120; Music General 130; Speech 280, 380; Theatre 100, 220, 221, 260; Women's Studies 330.

MANAGEMENT

Professors:

R.W. Boling (Emeritus), Ph.D. Stanford; H.D. Dewhirst (Emeritus), Ph.D. Texas; K.C. Gilbert, Ph.D. Tennessee; L.R. James, Ph.D. Utah; A.H. Keally (Emeritus), M.B.A. Pennsylvania; R.T. Ladd, Ph.D. Georgia; J.M. Larsen, Jr., (Emeritus), Ph.D. Purdue; A. Miller (William B. Stokely Professor of Management), Ph.D. Washington; C.W. Neel, Ph.D. Alabama; C.E. Noon, Ph.D. Michigan; D. Reese (Emeritus), Ph.D. Iowa; M.C. Rush, Ph.D. Akron; M.M. Srinivasan, Ph.D. Northwestern; M.J. Stahl (Distinguished Professor of Management), Ph.D. Rensselaer; S.C. Vance (William B. Stokely Professor of Management, Emeritus),

Ph.D. Pennsylvania; G.H. Whitlock (Emeritus and Alumni Distinguished Service Professor), Ph.D. Tennessee.

Associate Professors:

O.S. Fowler (Head), Ph.D. Georgia; M.R. Bowers, Ph.D. Clemson; C.P. Edirisinghe, Ph.D. British Columbia; Usha C.V. Haley, Ph.D. New York University; W.Q. Judge, Ph.D. North Carolina; R.C. Maddox, Ph.D. Texas; J.R. Rentsch, Ph.D. Maryland; D.J. Woehr, Ph.D. Georgia Institute of Technology.

Lecturers:

E.K.P. Atchley, Ph.D. Tennessee; R. L. Nubert, Ph.D. Tennessee; A.K. Van Cleave, Jr., Ph.D. Tennessee.

Instructors:

J.C. Anderson, Master of International Management, Arizona; W.L. Ilic, M.A. Tennessee.

Management majors at UT 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 selects from the following four areas of emphasis: *General Management, Operations Management, Human Resource Management, or International Management.*

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

	Hours Credit
Junior	
Marketing 301	3
Finance 301	3
Management 301	3
Electives	3
Business Law 301	3
Economics 311 or 313 or Logistics and Transportation 301	3
Management 321, 341	6
¹ Ethics	3
² Written Communications	3
Senior	
Management 401	3
³ Management Electives	12
⁴ International Business	3
⁵ Arts Elective	3
Electives	9 or 11
Total: 126 hours	

¹Ethics—one course from: Philosophy 242, 342, or 344.

²Written Communications—One course from: English 263, 295, 355, 360, 455.

³Management Electives—Students should choose electives based on whether they want to focus on general management, human resources management, international management, or operations management. Students must complete four courses in one of the following areas: General Management—Management 431 and any three upper division Management courses approved by faculty advisor; Human Resources Management—Management 431, 432 and any two upper division Management courses approved by faculty advisor;

International Management—Management 471, Logistics and Transportation 441, Marketing 440 and any upper division Management course approved by faculty advisor; Operations Management—Management 431, 441, Statistics 365, and either Industrial Engineering 305 or Management Science 310.

⁴International Business—The international course requirement may be satisfied by taking either Business Administration 311 or 491 or an international course in a concentration area such as Management 471, Logistics and Transportation 441, Economics 321, 323, or Marketing 440. Students focusing on International Management must complete Business Administration 311, Economics 321 or Economics 323.

⁵Arts—One course from the courses listed below: Art 191; Art History 172, 173, 183; Classics 232, 233; English 263; Music History 100, 110, 120; Music General 130; Speech 280, 380; Theatre 100, 220, 221, 260; Women's Studies 330.

MANAGEMENT SCIENCE PROGRAMS

(Graduate Program only)

Professor:

K.C. Gilbert, Ph.D. Tennessee; C.E. Noon, Ph.D. Michigan; M.M. Srinivasan, Ph.D. Northwestern.

Associate Professors:

M.R. Bowers, Ph.D. Clemson; C.P. Edirisinghe, Ph.D. British Columbia.

GRADUATE

Consult the *Graduate Catalog* for information on graduate programs.

MARKETING, LOGISTICS, AND TRANSPORTATION

LOGISTICS AND TRANSPORTATION

Professors:

F.W. Davis, Jr., Ph.D. Michigan State; G.N. Dicer, D.B.A. Indiana; C.J. Langley, Jr., Ph.D. Pennsylvania State; J.T. Mentzer, Ph.D., Michigan State.

Associate Professors:

J.H. Foggin, Ph.D. Indiana; M.C. Holcomb, Ph.D. Tennessee.

Assistant Professor:

M.E. Rozicka, Ph.D. Arizona State.

The internationally recognized logistics and transportation program at UT 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 refers 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 having products and/or services in the right place at the right time is critical for suc-

cess in any business, logistics is an important element in any firm's comprehensive supply chain. A career in logistics offers students the opportunity to make a significant contribution to corporate effectiveness in this area.

Transportation refers to the physical movement of goods between two geographic points. Students interested in transportation will typically accept employment with a carrier (motor, rail, water, and air) or with the logistics and transportation department of a business that purchases transportation services from carriers.

	Hours	Credit
Junior		
¹ Marketing 301	3	
Finance 301	3	
Management 301	3	
Electives	3	
Statistics 365	3	
Business Law 301	3	
Logistics and Transportation 301, 302	6	
² Ethics	3	
³ Written Communications	3	
Senior		
Management 401	3	
Logistics and Transportation 460	3	
Logistics and Transportation 411	3	
⁴ Arts Elective	3	
⁵ Logistics and Transportation Electives	9	
⁶ International Business	3	
Electives	6 or 8	
Total:		126 hours

¹Accounting 201 and Economics 201 are prerequisites for Marketing 301. Marketing 301 is a prerequisite for all subsequent courses in Marketing. In addition, the remainder of the Marketing courses have Statistics 201 as a prerequisite.

²Ethics—one course from: Philosophy 242, 342, or 344.

³Written Communications—One course from: English 263, 295, 355, 360, 455.

⁴Arts—One course from the courses listed below: Art 191; Art History 172, 173, 183; Classics 232, 233; English 263; Music History 100, 110, 120; Music General 130; Speech 280, 380; Theatre 100, 220, 221, 260; Women's Studies 330.

⁵Logistics and Transportation Electives—Business Administration 311, 467; Civil Engineering 595; Economics 311, 341, 361; English 455; Finance 470; Geography 340, 411, 449; Information Science 310; Management 311, 341; Marketing 310, 320, 420; Speech 310, 330; Logistics and Transportation—All 400 level or above courses.

⁶International Business—The international course requirement may be satisfied by taking either Business Administration 311 or 491 or an international course in a concentration area such as Management 471, Logistics and Transportation 441, Economics 321, Economics 323, Marketing 440.

MARKETING

Professors:

D.J. Barnaby, Ph.D. Purdue; E.R. Cadotte, Ph.D. Ohio State; J.T. Mentzer, Ph.D. Michigan State; D.W. Schumann, Ph.D. Missouri (Columbia); R.B. Woodruff, D.B.A. Indiana.

Associate Professors:

P.A. Dabholkar, Ph.D. Georgia State; S.F. Gardial, Ph.D. Houston; M.A. Moon, Ph.D. North Carolina (Chapel Hill); R.C. Reizenstein (Chair), Ph.D. Cornell; J.O. Rentz, Ph.D. Georgia.

Assistant Professor:

K.B. Kahn, Ph.D. Virginia Polytechnic Institute; M.B. Myers, Ph.D. Michigan State.

Instructor:

M.E. Collins, M.B.A. Middle Tennessee State.

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 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 career opportunities at the heart of the free enterprise system. Typically, a career in marketing begins in either consumer or industrial sales or retailing, and may ultimately expand to positions in advertising, brand management, sales management, promotion management, marketing research, distribution, and other related areas.

It is beneficial for students interested in a marketing career to include courses in accounting, business law, economics, finance, logistics and transportation, management, and statistics, as well as a broad array of courses in arts and sciences, in their educational backgrounds. In particular, courses in the social sciences provide students with the background for understanding the forces that shape consumer preferences.

	Hours	Credit
Junior		
¹ Marketing 301	3	
Finance 301	3	
Management 301	3	
Business Law 301	3	
Logistics and Transportation 301	3	
¹ Marketing 310	3	
¹ Marketing 320	3	
³ Ethics	3	
⁴ Written Communications	3	
Electives	3	
Senior		
Management 401	3	
² Marketing Electives	9	
¹ Marketing 430	3	
⁵ International Business	3	
Electives	9 or 11	
⁶ Arts	3	
Total:		126 hours

¹Accounting 201 and Economics 201 are prerequisites for Marketing 301. Marketing 301 is a prerequisite for all subsequent courses in Marketing. In addition, the remainder of the Marketing courses have Statistics 201 as a prerequisite.

²Marketing Electives—Choose from 320, 400, 410, 420, 440, 450, 493, BA 467. In addition, one elective may be selected from the Logistics and Transportation courses.

³Ethics—one course from: Philosophy 242, 342, or 344.

⁴Written Communications—One course from: English 263, 295, 355, 360, 455.

⁵International Business—The international course requirement may be satisfied by taking either Business Administration 311 or 491 or an international course in a concentration area such as Management 471, Logistics and Transportation 441, Economics 321, Economics 323, or Marketing 440.

⁶Arts—One course from the courses listed below: Art 191; Art History 172, 173, 183; Classics 232, 233; English 263; Music History 100, 110, 120; Music General 130; Speech 280, 380; Theatre 100, 220, 221, 260; Women's Studies 330.

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 their interest or expertise.

Public administration majors find careers in city management, tax administration, budget analysis, and in the functional areas of government such as education, health, and economic development. Opportunities exist at the federal, state, and local levels of government. Many public administration majors pursue graduate-level education and training. Law schools and the Masters of Public Administration are two possible options.

	Hours	Credit
Junior		
Marketing 301	3	
Finance 301	3	
Management 301	3	
Electives	3	
Business Law 301	3	
Economics 311	3	
¹ Economics or Political Science Electives	6	
Political Science 340	3	
² Written Communications	3	
Senior		
Management 401	3	
Economics 471, 472	6	
Political Science 441	3	
³ Ethics	3	
⁴ International Business	3	
⁵ Arts Elective	3	
Electives	9 or 11	
Total:		126 hours

¹Economics or Political Science Electives—Upper division courses in Economics or Political Science.

²Written Communications—One course from: English 263, 295, 355, 360, 455.

³Ethics—one course from: Philosophy 242, 342, or 344.

⁴International Business—The international course requirement may be satisfied by taking either Business Administration 311 or 491 or an international course in a concentration area such as Management 471, Logistics and Transportation 441, Economics 321, Economics 323, Marketing 440.

⁵Arts—One course from the courses listed below: Art 191; Art History 172, 173, 183; Classics 232, 233; English 263; Music History 100, 110, 120; Music General 130; Speech 280, 380; Theatre 100, 220, 221, 260; Women's Studies 330.

STATISTICS

Professors:

Robert W. Mee (Head), Ph.D. Iowa State; H. Bozdogan, Ph.D. Illinois; Frank M. Guess, Ph.D. Florida State; Robert A. McLean (Emeritus), Ph.D. Purdue; William C. Parr, Ph.D. Southern Methodist; John W. Philpot (Emeritus), Ph.D. Virginia Polytechnic; Richard D. Sanders (Emeritus), Ph.D. Texas; David L. Sylwester, Ph.D. Stanford; Charles C. Thigpen (Emeritus), Ph.D. Virginia Polytechnic Institute.

Associate Professors:

Mary G. Leitnaker, Ph.D. Kentucky; Ramon V. Leon, Ph.D. Florida State; William L. Seaver, Ph.D. Texas A&M; Esteban Walker, Ph.D. Virginia Polytechnic; Mary Sue Younger, Ph.D. Virginia Polytechnic.

Assistant Professor:

Hallima Bensmail, Ph.D. Paris VII.

Instructor:

Charles M. Cwiek, M.S. Tennessee.

Lecturer:

James L. Schmidhammer, Ph.D. Pittsburgh.

Adjunct:

K.O. Bowman, Ph.D. Virginia Polytechnic Institute; Edward L. Frome, Ph.D. Emory; Stephen A. McGuire, Ph.D. Kansas State.

The general perception of "statisticians" is most often associated with sporting events. The life a professional statistician, however, is much more varied and interesting than computing the average rushing yards per play. Actually, statistics is the science of learning from data, and all processes generate data. Statisticians determine how to collect and manage this necessary information; they interrogate the data and present the results in a clear fashion so that wise decisions can be made.

Statistics is used in various areas of business, industry, science, and government. The fields of opportunity for statisticians are numerous—e.g, economics, finance, market research, e-commerce, engineering, manufacturing, transportation, education, medicine, psychology, agriculture, and computer and social sciences.

There are two basic types of statisticians: applied and theoretical. The focus of the undergraduate program at UT is on applied statistics. Applied statisticians help to improve processes and solve real-world problems. They may forecast economic or population growth, evaluate results of a new marketing program or the effectiveness of a new drug, identify quality control issues in manufacturing, or design experiments to help engineers and scientists determine the best design for a jet airplane.

Prospective statisticians must have a strong aptitude for mathematics, a solid computing background, and an earnest curiosity to explore the practical application of statistics. The skills you will learn as a statistics major at UT will enable you to understand and convey the scope and power of statistical thinking—resulting in significant contributions toward solutions to a variety of important jobs. Well-paying jobs are available at the B.S., M.S., and Ph.D. levels.

	Hours	Credit
Junior		
Marketing 301	3	
Finance 301	3	
Management 301	3	
¹ Written Communications	3	
Economics 311 or 313 or Logistics and Transportation 301	3	
Statistics 365	3	
Statistics 320	3	
Statistics 330	3	
² Mathematics Elective	3 or 4	
Elective	3	
Senior		
Business Law 301	3	
Management 401	3	
³ International Business	3	
⁴ Arts Elective	3	
⁵ Ethics	3	
Statistics 471	3	
⁶ Two Courses from Statistics 472, 473, 475; Mathematics 423, 424 425	6	
³ Mathematics Elective	3 or 4	
Elective	3	
		Total: 126 hours

¹Written Communications—One course from: English 263, 295, 355, 360, 455.
²Math Elective—To attain at least 126 hours, students who took the six credits of Math 123-125 should take Math 141-142; for others the recommended courses are Math 241 and 251.
³International Business—The international course requirement may be satisfied by taking either Business Administration 311 or 491 or an international course in a concentration area such as Management 471, Logistics and Transportation 441, Economics 321, 323, or Marketing 440.
⁴Arts—One course from the courses listed below: Art 172, 173, 183, 191; Classics 232,233; English 263; Music 100, 110, 120, 130; Speech 280, 380; Theatre 100, 220, 221, 260; Women's Studies 330.
⁵Ethics—One course from: Philosophy 242, 344, 345 or 346.
⁶Statistics 472, 473, 475; Mathematics 423, 424, 425—Any two courses from the set of six will satisfy the requirement.

CENTER FOR BUSINESS AND ECONOMIC RESEARCH

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- V.C. Cunningham, Research Associate, B.A. Tennessee
- P. Dowell, Research Associate, Ph.D. Tennessee
- P.A. Price, Research Associate, B.S. Tennessee
- J.M. Snoderly, Research Associate, B.A. Tennessee
- A.R. Thacker, Research Associate, B.S. Tennessee
- B.B. Vickers, Research Associate, B.A. Mary Washington