

College of Business Administration

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Today's business world is one of excitement. It offers young men and women a challenging professional future as well as the opportunity for meaningful social involvement and civic service. A steadily increasing number of young people today are choosing careers in business as they seek to shape our nation's economic structure and deal with some of its social problems. New developments in automation, economics, and innovations in management techniques and social responsibility are constantly creating new and exciting opportunities. The College of Business Administration (CBA) at Oklahoma State University assists in preparing students for these opportunities.

The College of Business Administration seeks to accomplish three major objectives: (1) to provide students with a liberal education in a program which includes study in four general areas: behavioral and social sciences, communications, humanities and fine arts, and natural science and mathematics; (2) to provide students with an understanding of the functions of business and other economic units in the American economy, which includes study in the basic areas of accounting, economics, business law, finance, management, management information systems, marketing, production and statistics; and (3) to provide students with the opportunity for specialized study in selected major areas of business.

Accreditation

The College of Business Administration at Oklahoma State University is fully accredited by the Accreditation Council of the American Assembly of Collegiate Schools of Business, the only recognized accrediting organization for schools of business at the university level.

High School Preparation

Although a sound high school program is adequate preparation, prospective business students will benefit from a



strong background in English and mathematics. Also, course work in history and government, science, geography, computer science, foreign language and public speaking will be quite valuable,

Scholarships

Oklahoma State University has an extensive scholarship program for entering freshmen, and applications should be sent to the OSU Financial Aid Office by February 1 during one's senior year in high school. College of Business Administration scholarships are primarily reserved for sophomores, juniors and seniors. Scholarship awards are based on academic performance, leadership and need.

Academic Advisement and Enrollment Procedure

Freshmen will plan their study in conference with a staff adviser in the Office of Student Academic Services of the CBA.

All students should tentatively select a major during their sophomore year. Each student will then be assigned to a faculty adviser from the major field of study. Thereafter, counseling will be provided by the assigned faculty adviser.

The dean and associate dean, as well as the director of the Office of Student Academic Services, are available to all students for counseling on special problems.

Academic Programs

Undergraduate Programs. *The Bachelor of Science in Business Administration* degree is offered by the four departments and one school of the College. Departmental majors are listed below.

Accounting, with a major in accounting.

Economics and Legal Studies in Business, with majors in economics and an option in business economics and quantitative studies; general business; and agribusiness.

Finance, with a major in finance and an option in commercial bank management.

Management, with majors in management with an option in human resource management; management information systems; and management science and computer systems.

Marketing, with a major in marketing.

Graduate Programs. *Master's Degrees.* Two types of master's degrees are available to students desiring to do advanced work in the business area. One of these is the *Master of Business Administration* degree (which allows concentrations in management, management science and computer systems, marketing or finance) and the other is the *Master of Science* degree, which requires completion of a graduate major in accounting or economics. Only persons admitted to a graduate degree program may take graduate courses in the College of Business Administration.

Doctor of Philosophy Degree. Graduate work toward the Doctor of Philosophy degree with a major in economics is offered in the Department of Economics. Graduate work toward the Doctor of Philosophy degree with a major in business administration is offered in the departments of Finance, Management, and Marketing and the School of Accounting.

Placement Service

Representatives of more than 100 business and industrial concerns and governmental agencies annually interview graduating seniors of the College of Business Administration.

General Education Requirements

The minimum general education requirements are summarized as follows: not less than 40 semester hours, including six hours of English composition, and 34 hours in the breadth areas. These include: six hours in American history and government and six hours in each of the areas-Social and Behavioral Sciences, Humanities, and Analytical and Quantitative Thought, and four hours in the area of Natural Sciences. No more than 18 of the 34 hours meeting breadth requirements may be in disciplines directly supportive of the major.

Two other requirements include: an "International Dimension" and a "Scientific Investigation" component. These may be met in any part of the student's program, and thus do not necessarily add to the number of hours required. The International Dimension simply requires each student to learn something about cultures and societies outside the United States. The Scientific Investigation requirement involves some kind of laboratory experience with student involvement. More detail concerning these and other requirements is found in the next section, "Lower-division Requirements."

Lower-division Requirements

Work in the freshman and sophomore years is planned in such a way as to give the student basic information in the general areas of (1) behavioral and social sciences, (2) communications, (3) humanities and fine arts, (4) natural science and mathematics, and (5) business foundation courses. In order to ensure study in each of these five areas, courses totaling up to 59 semester credit hours are required. The student may also select additional hours from courses in these areas, with the opportunity of achieving either further breadth or a certain degree of depth by concentrating these hours in a particular area of interest. As part of the student's general education, one course must be selected that is identified as satisfying the International Dimension requirement.

During the freshman and sophomore years the student will complete courses in each of the following areas:

Behavioral and social sciences: American history, three semester credit hours; American government, three hours; and six hours elected from at least two of the following fields: anthropology, geography (except physical geography courses), history, political science, psychology and sociology.

Humanities and fine arts: Six semester credit hours elected from two different fields identified by the University as satisfying humanities (H) credit.

Natural science and mathematics: A minimum of 10 semester credit hours with the specific number of required hours in mathematics and natural science varying with the major chosen. Specific requirements for each major are published by the University in the book *Undergraduate Programs and Requirements*.

Communications: English composition, six semester credit hours, and introduction to public speaking, three hours.

Pre-business core: For business students, a minimum GPA of 2.00 in the following 30-hour pre-business core is prerequisite for MGMT 3013, MSIS 3223, MKTG 3213 and FIN 3113; ENGL 1113 and 1213; ACCTG 2103 and 2203; ECON 2013 and 2023; MATH 1513; MSIS 2103; STAT 2023; and SPCH 2713. For non-business students, the University prerequisite for upper-division courses applies. (See "Academic Regulations" elsewhere in the *Catalog*.)

General electives: In addition the student may elect courses from any area except lower-division aerospace studies and military science and HPEL activity courses to complete lower-division requirements.

Credits earned during the freshman and sophomore years in another institution may not be substituted for junior and senior course requirements in majors in the College of Business Administration.

Departmental Clubs and Honor Societies

Alpha Kappa Psi (professional business organization)

Beta Alpha Psi (accounting honor society)

Beta Gamma Sigma (business administration honor society)

Beta Upsilon Sigma (professional business organization)

Business Student Council

Delta Sigma Pi (professional business organization)

Economics Club

Entrepreneurship Club

Financial Management Association

Graduate Students in Business Administration

Human Resource Management Association

Marketing Club

Mu Sigma Omicron (management information systems, and management science and computer systems)

National Association of Black Accountants

Phi Beta Lambda (business leadership)

Taking Care of Business (business student club)

Toastmasters

School of Accounting

Professor and Head Lanny G. Chasteen, Ph.D., CPA

The School of Accounting offers three degree programs in accounting: (1) B.S. in Business Administration with a major in accounting, (2) M.S. in accounting, and (3) Ph.D. in business administration with emphasis in accounting.

The common objective of the B.S. and M.S. accounting programs is to educate students to commence and continue to develop in a wide range of professional accounting careers. The specific objective of the B.S. in accounting program is to provide basic conceptual and business knowledge as a foundation for accounting career development; the objective of the M.S. in accounting is to provide candidates with a greater breadth and depth in accounting than is possible in the B.S. program, in order to prepare graduates for careers as professional accountants in financial institutions, industry, nonbusiness organizations, and public practice.

Students who are considering a professional accounting career should have above-average aptitudes in mathematics and English, disciplined work habits, an interest in working with people and an attitude of service.

The B.S. in accounting, including an auditing course, is acceptable in lieu of three years of required public accounting experience required before a candidate may take the Oklahoma Certified Public Accountants' Examination. The M.S. in accounting earned at Oklahoma State University satisfies educational requirements for C.P.A. candidates in all jurisdictions of the United States.

Considerable electives are available in both degree programs. Specialization in auditing-financial accounting, cost-managerial, or tax-is possible in the M.S. in accounting program.

Candidates for either of these degrees are encouraged to select some electives in quantitative and behavioral science areas.

Graduate Programs

The Master of Science Degree. The specific objectives of the M.S. in accounting are to provide candidates with a greater breadth and depth than is possible in the B.S. program, in order to prepare graduates for careers as professional accountants in financial institutions, industry, nonbusiness organizations, and public practice, and to develop judgmental ability in accounting and related areas. Advanced courses provide a theoretical base for insight into significant problems confronting the accounting profession. In addition, a specialty in taxation is available for interested candidates. The candidate receives assistance from the faculty in selecting a pattern of courses designed to prepare the student according to the chosen professional goals.

Graduates of recognized colleges and universities whose records indicate adequate intellectual capacity and desirable personal characteristics may qualify for admission. The typical applicant admitted to the program has a GMAT score of 525 or above and an undergraduate grade-point average of 3.25 or above.

Prerequisites. The following are required: 24 semester hours of advanced accounting; six semester hours of business law; business calculus; three semester hours each in finance, management, marketing, production, quantitative analysis, business policy, intermediate microeconomics; and six semester hours in statistics. As many as eight semester hours of course deficiencies may be removed within the 32 semester hours required for the degree.

The Doctor of Philosophy Degree. The Ph.D. in the College of Business Administration with a major in accounting emphasizes flexibility to meet the particular needs and objectives of individual candidates. The program is designed to provide the highest degree of preparation for the individual student, enabling the student to make significant professional contributions in research, teaching, or in business or government positions.

Graduates of recognized colleges and universities whose records indicate adequate intellectual capacity and desirable personal characteristics may qualify if they have a good academic record and achieve satisfactory scores on the GMAT. Admission is competitive.

The Ph.D. program is designed so that a candidate may, at his or her option, specialize in one of the following accounting areas: auditing, managerial accounting, financial accounting, or taxation. All candidates are required to take a two-semester seminar which provides an overview of relevant academic

literature. This seminar is restricted to Ph.D. candidates in accounting. Two minor areas, one of which may be outside the College of Business Administration, are required, in addition to competence in economics and quantitative analysis. The candidate's advisory committee is responsible for assisting in the development of a plan of study encompassing the above areas. Students in residence are required to do teaching or research on a quarter-time basis while earning the degree.

Business Administration

Interim M.B.A. Program Director Gary Frankwick, M.B.A.

Graduate Programs

The Master of Business Administration Degree. The Master of Business Administration program provides graduate professional education for individuals preparing for administrative careers in either the private or public sector. It is a comprehensive, yet flexible program providing the knowledge and analytical tools to cope with the complexities of management within diverse environments.

The program develops fundamental knowledge in the areas of accounting, finance, management and marketing. Further, it provides critical analytical and research capabilities through research design and computer-based decision courses. The program is a 48-hour, self-contained program. The length of the program for a full-time student is normally two years, but the degree may be earned in less time by attendance in summer session courses. Degree requirements may be reduced by a maximum of six credit hours. To be eligible for this waiver, students must have earned a baccalaureate degree in business administration at an AACSB-accredited institution within the past five years.

The individual course of study follows a personalized, interdepartmental curriculum developed in conjunction with the graduate adviser. Students may use elective courses either to continue broad managerial development or to emphasize studies in a functional area (finance, management or marketing).

Outstanding students with baccalaureate degrees in any field of study may apply. All individuals admitted to the program are required to demonstrate proficiency in applied calculus and personal computer usage. The M.B.A. is an

advanced studies program that assumes a fair degree of sophistication in mathematics, statistics, computer science, accounting and economics.

Admission is granted to those students whose potential for successful graduate study is clearly indicated by the undergraduate grade-point average, the score on the Graduate Management Admissions Test, letters of recommendation from three sources, past work experience, extracurricular and community activities, and stated career goals.

The Doctor of Philosophy Degree. The Ph.D. in business administration is an interdepartmental program in the College of Business Administration. The degree emphasizes flexibility to meet the particular needs and objectives of individual candidates. The program is designed to provide the highest degree of preparation for the individual student, enabling him or her to make significant professional contributions in research, teaching, or in business or governmental positions.

Requirements. Students select *one major* area of study from either accounting, finance, management or marketing, and *two minor areas*. The dissertation is usually written in the student's major area. One of the minor areas must be taken in the College of Business Administration. The second minor may be taken from another department within the College of Business Administration or from a department outside the CBA.

All candidates for the Ph.D. degree in business administration are expected to have a basic competence in all the major functional areas of business administration—accounting, economics, finance, management and marketing. In addition, basic competence is expected in finite mathematics, calculus and statistics. Students who possess a recent master's degree in business from a program accredited by the Accreditation Council of the American Assembly of Collegiate Schools of Business will generally have satisfied most of the basic competence requirements in these areas.

Administration. The program is administered by the dean of the Graduate College and the department in which the student enrolls with the assistance of a faculty advisory committee.

Major and Minor Areas. The candidate's advisory committee is responsible for assisting in the development of a plan of study that assures competence in the major and minor areas and in economics and quantitative analysis. All Ph.D. students in residence are required to do teaching or research on a quarter-time basis, for at least one semester, while earning the degree.

Economics and Legal Studies in Business

Professor and Head Joseph M. Jadow, Ph.D.

Economics is a science of choice. The study of economics centers around individuals' attempts to improve their living standards. It provides a comprehensive view of how a society is organized to transform the limited resources available into want-satisfying goods and services. It investigates the principles underlying the operation of the economic system, and seeks to determine its weaknesses and to prescribe policy measures that will improve its operation. In the process it ranges over a host of the most important problems confronting contemporary society—the causes of and remedies for depression and inflation, the determinants of and methods for improving income distribution, poverty problems and welfare measures, the role of the government in economic activity, the requisites for economic growth and development, pollution and congestion and their control.

The primary objectives sought in the undergraduate curriculum are to develop a broad understanding and perspective of the economic aspects of people's activities, coupled with thorough training in the fundamental tools of economic analyses. Toward these ends, the development of elementary mathematical and statistical skills is highly desirable, as is complementary study in the social and behavioral sciences, accounting and business administration.

A major in economics prepares students for positions with business firms, nonprofit private organizations and government agencies—both national and international. It provides an excellent background for the study of law and international relations. It qualifies competent students to undertake the graduate work necessary for professional positions in economic research and college or university teaching. A degree option in business economics and quantitative studies is offered to provide additional training in analytical methods and communication skill for both public and private sector occupations.

General Business

The general business program gives students a broad, comprehensive type of business education preparing them to

enter employment in a wide range of administrative positions in private business, government, or non-profit organizations. The scope of their educational experience enables these graduates to assume management positions in organizations of varying sizes and ranges of operations.

Students majoring in general business will take general education or foundation course work in behavioral and social sciences, communications, humanities and fine arts, natural science, mathematics, and statistics, as well as business foundation courses in accounting, business communications, business law, economics, finance, management information systems, management, and marketing.

This major, which provides for a high degree of individual student choice, includes required upper-division course work beyond the business core in each of the business disciplines as well as substantial work in business or business-related courses, selected by the student in consultation with his or her major adviser.

Agribusiness

The major in agribusiness is offered in cooperation with the Department of Agricultural Economics. Students pursuing this major may obtain a Bachelor of Science in Agriculture or Business Administration. Typically, a graduate of this program would be prepared for employment in the food industry by organizations involved in the production, processing, distribution, marketing, transportation, research, or supplying of food, food products, or input for the production or processing of food products for human or animal consumption.

The student will take regular general education course work as well as foundation courses in agriculture and business administration. Additional upper-division course work in agricultural economics and business will be selected by the student in consultation with his or her major adviser.

Graduate Programs

The department offers work leading to the Master of Science degree and the Doctor of Philosophy degree. The graduate program in economics prepares economists for academic careers as well as research and administrative positions in business and government agencies.

Graduate fields of specialization include monetary economics, public finance, international economics, economic development, econometrics, labor

and human resource economics, industrial organization, and urban and regional economics. In addition, graduate courses are offered in the history of economic thought and in mathematical economics.

The initial admission to a graduate program is determined by an elected graduate studies committee on the basis of the applicant's previous academic record; verbal, quantitative and analytical scores of the Graduate Record Examination; and letters of recommendation.

The Master of Science Degree. Admission to the master's program in economics is granted to college graduates with superior academic records whose preparation has been broad and thorough. They need not have majored in economics as undergraduates but must be well grounded in economic fundamentals. A good background in one or more such fields as history, philosophy, mathematics, statistics, political science, English, sociology, accounting, finance, psychology, or management is particularly helpful to the graduate student in economics. An applicant whose prior preparation is deficient in some respect, may, if otherwise qualified, be admitted to the program but will be required to remove the deficiency, increasing somewhat the time needed to complete work for the degree.

Each graduate student is guided in the preparation of a program of study by a graduate studies committee. At the master's level there are two options. One option provides the student with a well-rounded program that avoids premature specialization in some particular area of economics. The candidate for the master's degree is required to show competence in basic economic theory and statistical methods, together with an understanding of the fundamental institutional operations of the United States economy. The second option is in applied economics which stresses communication skills, quantitative analysis and course work from other disciplines related to their career objectives.

Each program contains enough electives to permit considerable choice among areas of emphasis. A research report is required of all students who take only the M.S. degree. Those accepted for the Ph.D. program have the option of applying for and receiving the M.S. degree without the research report upon successful completion of the Ph.D. qualifying examination and the filing of an approved Ph.D. thesis topic with the Graduate College. A foreign language is not required.

The Doctor of Philosophy Degree. Admission to the doctoral program in economics is granted to college graduates who have satisfactorily completed at least one year of graduate work in

economics and who have superior academic records.

This program stresses balanced preparation in economic theory and in mathematics and statistics, as well as competence in subject-area fields of specialization. The student is required to pass qualifying examinations in the theory core and in two fields of specialization. (The theory core is not considered a field of specialization.) Competence must be demonstrated in a third field of specialization, either through course work or by passing a qualifying examination in the field. An advisory committee helps the student plan a program of study to achieve these objectives. A foreign language is not required.

A dissertation based upon original research is required of the candidate for a Ph.D. degree in economics. A final oral examination deals principally with the dissertation and fields to which it is most closely related.

Finance

Associate **Professor** and Head **Janice W. Jadlow, Ph.D.**

There are financial implications in virtually all organizational decisions, whether the organization is a business firm, a nonprofit organization, or a government. Thus, financial executives are of central importance to overall planning and control, and nonfinancial executives must know enough finance to work the financial implications into their areas of expertise. The increasing importance of finance for any organization has accompanied the evolution of the field of finance itself.

Finance has evolved since the early 1900s from a descriptive to an analytical discipline recognized as a genuine science. Finance builds on economic theory to focus on both sides of the organization's balance sheet, asset analysis and the optimal mix of liabilities and equity, including the implications of investor portfolio theory for the firm. Finance consists of three interrelated core areas: financial markets and institutions, investments and portfolio theory, and managerial (business) finance. Other topics interwoven within these core areas include international finance, futures and options, bank management, insurance, real estate, and personal finance. Recent issues of emphasis include deregulation of financial institutions, the implications of telecommunications on financial information and decisions, innovative methods of financing long-term investments, and the influence of inflation on interest rates.

The primary objective of the undergraduate finance curriculum is to develop a broad understanding of the financial aspects of the activities and decisions and to provide thorough training in the fundamental tools of financial analysis. Toward these ends, the study of finance is complemented with the development of elementary mathematical and statistical skills and with study in economics, accounting, and business administration. The major in finance is intended to prepare students for positions with a wide variety of organizations that require special understanding of financial analysis, financial management and financial systems.

Finance majors entering the corporate world may begin in one of several positions. A career in financial management can lead to a major executive position, including chief executive officer. The positions within managerial finance include capital budgeting analyst, daily cash manager, credit analyst, financial analyst (who works closely with accountants), and property manager.

Alternatively, finance majors may choose to enter the financial services industries. Career possibilities include: the banking industry as a loan officer, retail bank manager, or a member of the trust department; the securities industry as a stockbroker or account executive, a securities analyst, investment banker, or financial planner; and the insurance industry as an agent or underwriter.

Graduate Programs

Concentrations in finance are offered through the Master of Business Administration and Doctor of Philosophy degrees.

The Master of Business Administration Degree. (See "Business Administration.")

The Doctor of Philosophy Degree. The Ph.D., as offered by the Department of Finance, provides intensive study in finance, preparing students for significant professional contributions in university teaching and research or staff positions in business or government.

The program is designed to meet the needs and objectives of individual students, but all students will seek an in-depth understanding of the theoretical foundations of financial economics and develop research skills in finance.

Students will select finance as their major area of study. One or two minor areas are also to be selected. A minor area must be taken in the College of Business Administration from accounting, economics, management, management science, or marketing. The second minor area (if any) may or may not be taken

outside the College of Business Administration. As support for the major and minor field of study, each student is required to attain graduate level competence in economic theory and quantitative methods.

Prerequisites for admission to the program are appropriate basic courses in calculus, statistics and computer science.

Competence in planning and executing research is demonstrated by a dissertation. In addition, each candidate must pass comprehensive qualifying examinations and a final oral examination on the dissertation itself.

Outstanding students with degrees in any field of study may apply. Applications for admission are evaluated on the basis of (1) undergraduate and graduate grade-point averages, (2) score on the Graduate Management Admissions Test, (3) a two- or three-page statement describing goals and academic interests, (4) three letters of recommendation, (5) evidence of research potential, and (6) a personal interview when feasible. It is the applicant's responsibility to see that all materials related to these criteria are received by the Department of Finance.

Management

Professor and Head **Wayne A. Meinhart, Ph.D.**

The majority of accomplishments in contemporary society are created through the modern organization. Whether the goals are to realize success in business or solve the pressing problems of civilization, organizational systems must be effectively managed in order to maximize the probability of success.

As an area of study, the field of management offers dynamic, exciting possibilities to students interested in business careers, careers with complex nonbusiness organizations, and to students who seek the challenge of working on relevant, real-world problems. The field of management is concerned with the analytical process and the application of relevant theory and research to solving business and organizational problems. Examples of such problems include designing organizational structure, systems and policies; motivating people; planning courses of action; and efficiently allocating and utilizing resources. Since people in the field of management deal with real-world problems, the student should have a deep interest in applying

knowledge in problem-solving situations. Examples of the kinds of knowledge applied include, but are not limited to, behavioral science, economics, mathematics and statistics, management information systems, communications skills, accounting, and necessary knowledge of theory and methods in management and management science. It is not necessary for students to have interests in each of these areas since the field offers substantial opportunities for specialization.

The curriculum for the bachelor's degree requires of all students a common foundation of work in the disciplines listed above. Students are then guided into advanced work in these areas and in their applications of courses in management and management science. Four degree programs are available for choice based upon the student's interest in specialized work. Each program emphasizes analytical tools, the scientific method and essential theory that will be useful in a rapidly changing world.

Management

The major in management is designed to prepare students for leadership careers as managers with business or non-profit organizations. It emphasizes the study of management systems and problems. Majors are typically employed by organizations of all types and sizes as managers, management trainees or staff specialists. The field of management has much to offer those interested in leadership roles in business and public sector organizations.

Human Resource Management

The option in human resource management is designed to prepare students for careers in personnel and human resource management. Anything that concerns the work force of an organization is the concern of the personnel manager. This includes working with labor relations and collective bargaining, forecasting the demand for personnel, attracting potential employees, orienting them and then developing the careers of those employed. For those who enjoy working with both data and people, a career in personnel management offers many opportunities and the chance for personal growth and development.

Management Information Systems

The major in management information systems (MIS) prepares students for work in information systems development and operation. Both applications of computer systems technology and understanding of data and information flows among the functional areas of business are emphasized. The continuing integration of the computer in all aspects of business and the critical need for responsive management information systems has created a strong demand for graduates who are knowledgeable about both information systems and business. The first two years of study involve the study of mathematics, statistics, and computer science as well as English, accounting, economics, psychology and other courses designed to develop a broad educational background. The junior and senior years focus on aspects of information systems and computer technology including mainframe and microcomputer programming languages, data base management, artificial intelligence, systems analysis, data communication systems, and management science methods. Coverage of functional areas prepares MIS graduates to understand the information needs of complex business organizations for which information systems are developed.

Management Science and Computer Systems

The major in management science and computer systems is designed to prepare students for careers as staff managers in complex businesses or nonprofit organizations. There is a high demand for persons with advanced computer competency with a knowledge of business systems. Many students have a special interest in building concentrations in management systems and computer science. The management science and computer systems program is ideal for this purpose. Examples of topics covered include managerial decision theory, operations research, systems analysis, management information systems and operations management. The study of management science and computer topics may be combined with advanced work in related disciplines for those with appropriate interests. Management science and computer systems majors typically enter business or public organizations as management systems analysts, computer systems analysts, or management trainees. Many also undertake graduate study to further their professional education.

Graduate Programs

The Department of Management offers work leading to the Master of Business Administration and the Doctor of Philosophy in business administration degrees.

The Master of Business Administration Degree. (See "Business Administration.")

The Doctor of Philosophy Degree. The Ph.D. in business administration program through the Department of Management provides intensive study in management, management science and management information systems. It prepares the student for significant professional contributions in university teaching and research, or staff positions in business or government.

The program is quite flexible and individually structured to meet the needs and objectives of each candidate. Emphasis is placed on an astute understanding of analytical and theoretical foundations of the business environment and development of research capabilities in the area.

The student will select as his or her major area management/management science. Two minor areas are also to be selected. One of the minor areas must be taken in the College of Business Administration from the fields of accounting, economics, finance, or marketing. The second minor area may or may not be taken outside the College of Business Administration. As support for the major and minor fields of study, each student is required to attain graduate level competence in economic theory and quantitative methods.

As prerequisites to the program, all candidates are to have completed appropriate basic courses in calculus and statistics. Likewise, candidates are expected to have a basic competence in the major functional areas of business—accounting, finance, management, and marketing. Competence in the functional areas is usually assumed for candidates having recently completed an appropriate graduate course in each area through a program accredited by the American Assembly of Collegiate Schools of Business.

Competence in planning and executing research must be demonstrated in a dissertation. In addition, each candidate must pass a series of comprehensive qualifying examinations, both written and oral, and a separate, final oral examination on the dissertation itself. To enhance teaching skills, all Ph.D. students in residence are required to teach on a quarter- or half-time basis for at least one semester while earning the degree.

Outstanding students with master's degrees in any field of study may apply. The application for admission to the program is evaluated on the basis of

(1) undergraduate and graduate grade-point averages, (2) the score on the Graduate Management Admissions Test, (3) a two- or three-page statement describing goals and academic interests, (4) three letters of recommendation, (5) evidence of research potential, and (6) a personal interview when feasible. It is the responsibility of each applicant to ensure that all material related to the above criteria is received by the department.

Marketing

Professor and Head L. Lee Manzer,
Ph.D.

Marketing is an exciting field of study in which a wide variety of job opportunities exist. It is also an excellent foundation study for eventual movement to top management within an organization.

Marketing is concerned with the identification of wants and needs by consumers and the development of products, distribution channels, price and communication methods to best satisfy those wants and needs. Our economic system is dependent on the ability of organizations to match resources with needs. As such, firms become more marketing-oriented every year.

A marketing graduate will likely be involved in performance and management of many different traditional areas of decision-making-sales, advertising, logistics and marketing research. In addition, one will frequently assist in product planning, developing marketing information systems, and general management.

The effective marketing executive today must develop a perspective and capability that reflect a four-dimensional program of study: (1) a liberal education in the sciences, humanities, behavioral and social sciences, mathematics and communications; (2) an adequate knowledge of the major functional areas of business; (3) a high-level competency in marketing; and (4) study in a supportive field. Liberal education is emphasized during the freshman and sophomore years. The study of the functional areas of business begins in the sophomore year and continues into the junior year. During the junior and senior years, the focus is on marketing. In addition to the introductory course, which provides an overview of the field of marketing, the student will take courses in consumer behavior, promotion, sales management, marketing research, channels and marketing policy. While studying marketing, one typically selects courses in fields

such as management, finance, statistics, advertising/public relations, international business, and other fields to support a particular career choice within the marketing field.

Graduate Programs

The Department of Marketing offers work leading to the Master of Business Administration and the Doctor of Philosophy in business administration degrees.

The Master of Business Administration Degree. (See "Business Administration.")

The Doctor of Philosophy Degree. The Ph.D. in business-administration program through the Department of Marketing provides intensive study in marketing. It prepares the student for significant professional contributions in university teaching and research, or staff positions in business or government.

The program is quite flexible and individually structured to meet the needs and objectives of each candidate. The program is designed to create scholars and researchers in the field of marketing. Highly student oriented, the program focuses on training individuals in current marketing theory and research techniques. Collaboration between students and faculty is strongly encouraged.

Program Content. The student will take 15 hours of Ph.D. seminars in marketing. The student must also complete a nine-hour minor in another discipline, such as economics, management, sociology or psychology. As support for the major and minor fields of study, extensive course work (normally 18 credit hours) in the area of quantitative/research methodology is required. In addition, each student must attain graduate level competence in economic theory.

Each candidate must pass a series of comprehensive qualifying examinations, both written and oral, that address knowledge in the major and minor fields. A separate final oral examination will be held on the dissertation itself. To enhance teaching skills, all Ph.D. students who plan to teach in the United States are required to teach on a quarter- or half-time basis for at least one semester while earning the degree.

As prerequisites to the program, all candidates are to have completed appropriate basic courses in calculus and statistics. Likewise, candidates are expected to have a basic competence in the major functional areas of business-accounting, finance, operations management, organizational theory, economics, and marketing. Competence in the functional areas is usually assumed for candidates having recently completed an

appropriate graduate course in each area in an M.B.A. program accredited by the American Assembly of Collegiate Schools of Business.

Application Procedure. Outstanding undergraduate or graduate students from any field of study may apply. For those with an M.B.A., the program will normally consist of two years of course work and one year (or more) of dissertation work. For those without a master's degree, the plan of study for the Ph.D. degree will typically allow for the granting of an M.B.A. prior to completion of the Ph.D. degree. The program normally takes four years to complete for those without a master's degree. Applications for admission to the program are evaluated on the basis of (1) undergraduate and graduate grade-point averages, (2) the score on the Graduate Management Admissions Test or Graduate Record Examination, (3) a two- or three-page statement describing goals and academic interests, (4) three letters of recommendations, (5) evidence of research potential, and (6) a personal interview when feasible. It is the responsibility of each applicant to ensure that all material related to the above criteria is received by the Department of Marketing. Application forms and detailed explanation of the Ph.D. degree in business administration with an emphasis in marketing are available through the department.