

CORNELL UNIVERSITY
OFFICIAL PUBLICATION

*School of Business and
Public Administration
1949-1950*

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Faculty

Edmund Ezra Day, Ph.D., L.L.D., *President of the University*

Paul Martin O'Leary, Ph.D., *Dean of the School and Professor of Economics*

Wallace Stanley Sayre, Ph.D., *Director of Student Personnel and Professor of Administration*

William Herbert Childs, Ph.D., *Associate Professor of Accounting*

Melvin Gardner de Chazeau, Ph.D., *Professor of Business Economics and Policy*

Delbert James Duncan, M.B.A., Ph.D., *Professor of Marketing and Distribution*

Donald English, M.B.A., *Professor of Accounting*

Schuyler Dean Hoslett, M.P.A., *Assistant Professor of Administration*

John Greenwood Brown Hutchins, Ph.D., *Professor of Business History and Transportation*

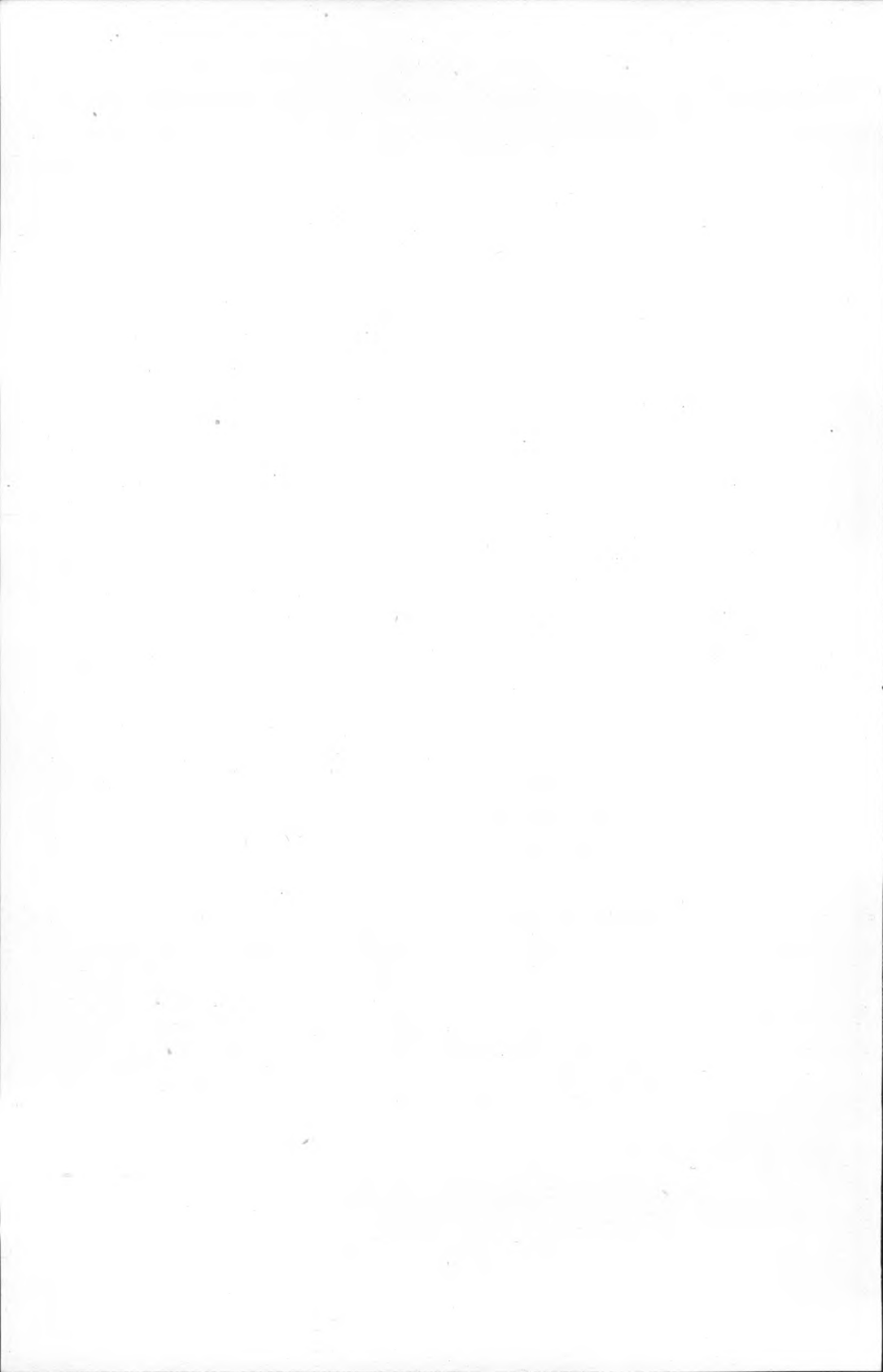
Arthur Edward Nilsson, Ph.D., *Professor of Finance*

James Wendell Partner, M.B.A., *Assistant Professor of Marketing*

Carl Hart Schaaf, Ph.D., *Associate Professor of Administration*

William Hartley Shannon, M.B.A., L.L.B., C.P.A., (Kansas), *Associate Professor of Accounting*

Mrs. Frances K. Rea, *Secretary*



School of Business and Public Administration

THE PRINCIPAL PURPOSE of the School of Business and Public Administration is to give professional training to men and women who want to enter private business or who desire employment with public agencies, federal, state, local, or international. Graduates may anticipate careers as independent business men or with established concerns engaged in a wide range of trade, industry, or finance. Graduates who have concentrated in Public Administration may enter government or international service as administrative specialists, economists, or trade analysts. Both private business and government agencies need increasingly the services of persons who can function usefully in either field. The School will attempt to train persons who as they gain experience will develop into genuine leaders, persons who grow into careers instead of men and women who merely hold jobs. Real effort has been made and will continue to be made to provide a curriculum which develops: (1) the student's knowledge of the problems and operating methods of business and government; (2) his knowledge of the sources of information upon which sound decisions must be based and his skill in the use of the techniques for assembling and interpreting such information; (3) his capacity and his own confidence in his capacity for making sound decisions in association with other persons; and (4) a sense of professional responsibility toward the social consequences of his actions.

It is a basic assumption of the School that private business and the public service have more similarities than differences. Consequently, it is further assumed that capacities for useful careers in either or both areas can be best developed by an integrated program of instruction such as the School offers.

REQUIREMENTS FOR ADMISSION

Admission to the work of the first year of the School of Business and Public Administration is open to Cornell students who have completed

at least three years' work in one of the University's undergraduate schools or colleges, who have arranged with their undergraduate school or college to accept the first year's work in the School of Business and Public Administration in satisfaction of all remaining requirements for the student's baccalaureate degree, and who have been accepted by the School. Having received that degree, the student may then obtain the Master of Business Administration or Master of Public Administration degree by completing the second year's work in the School.

Students who have done their undergraduate work away from Cornell must obtain the baccalaureate degree before entering the School of Business and Public Administration unless they can arrange with their undergraduate college to accept the first year's work in the School of Business and Public Administration as credit for the senior year in their undergraduate college.

The School of Business and Public Administration does not give course credits for work done elsewhere. It does, however, permit students to substitute electives for required courses when the work of the required course has been substantially covered elsewhere. The professor in charge of the required course will pass upon all such requests for the privilege of substitution.

Cornell students are expected to arrange with their college offices for approval of double registration when applying for admission to the School of Business and Public Administration. It is the student's obligation to be sure that he will qualify for his appropriate bachelor's degree if he completes successfully the first year's work in the School of Business and Public Administration.

The School will give predominant weight to the quality of an applicant's previous academic record rather than to the particular courses which he has taken. But students who plan to enter the School are expected to include in their undergraduate programs basic courses in Economics and American Government. Students who plan to concentrate in Accounting or Statistics should take as much work in Mathematics as is feasible. Students who intend to specialize in Public Administration should try to include courses in Political Science in their undergraduate programs prior to entering the School. The School will expect its students to have and to maintain a command of good oral and written English.

Admission application forms may be obtained from the Secretary, School of Business and Public Administration, Cornell University, Ithaca, New York. They should be filled out carefully and completely

and returned to the Secretary. Applications for the academic year 1949-1950 must be filed by June 1, 1949. While the School will receive applications until June 1, 1949, most available places may be filled prior to that date. Consequently, applicants should file applications as early as possible. New students will be admitted to the School only once a year - in the term beginning in September. Applications will be passed upon promptly and will either be accepted, rejected, or deferred for further consideration. Applicants who have been either accepted or rejected will be notified promptly. Deferred applicants will be informed as to the approximate date of a final decision on their applications.

REGISTRATION

Students who have been accepted for admission in the fall term, 1949-1950, should report for registration and assignment to classes on September 19, 1949.

Students who are registering at Cornell for the first time must, prior to registration or during the process thereof, (1) make a deposit of \$25; and (2) present a certificate of vaccination against smallpox.

THE DEPOSIT: Of the \$25 deposit, \$12 will be credited as payment of the University matriculation fee. The remaining \$13 constitutes a guaranty fund which all students must maintain and which will be refunded upon graduation or permanent withdrawal, less any indebtedness to the University. An applicant who has made this deposit in advance of registration and who decides not to enter the School should notify the Secretary of the School immediately and request the return of the deposit. Applications for refund received on or before registration day will be granted as a matter of course. An application for refund received after registration day will not be granted unless the applicant's failure to matriculate is due to illness or to some other circumstance beyond his control.

Students who have previously matriculated at Cornell and who have for any reason received a refund of the \$13 guaranty fund must re-deposit it on or before registration day of their first term in the School.

THE CERTIFICATE OF VACCINATION: Every candidate for admission who has not previously matriculated at Cornell is required to present a certificate of vaccination against smallpox. This must certify that within the past five years a successful vaccination has been performed or three unsuccessful attempts at vaccination have been made.

SPECIAL NOTICE TO WAR VETERANS: Students who are attending the University with the aid of the benefits provided under Public Law 16 or Public Law 346 as amended (the so-called G. I. Bill) do not have to present the certificate of vaccination referred to above.

DEGREES CONFERRED

The School of Business and Public Administration confers two degrees, the Master of Business Administration and the Master of Public Administration. The principal divergence in the courses of study occurs in the work of the second year. Consequently, although every student must indicate, upon entering the School, for which degree he is a candidate, it is possible to switch to candidacy for the other degree at the beginning of the second year in the School.

Candidates for either degree must complete courses carrying a minimum of 60 credit hours in the School in order to qualify for the degree.

TUITION AND FEES

Tuition and fees in the School of Business and Public Administration are as follows for each term (there are two terms of sixteen weeks each in the normal academic year):

Tuition	\$300.00
Laboratory and Library	10.00
Health and Infirmary	15.00
Willard Straight Hall	5.00
Physical Recreation	5.00
	<hr/>
	\$335.00

In addition to these term fees, new students must pay the \$12 matriculation fee and \$13 guaranty fund deposit as explained previously under *Registration*.

A graduation fee of \$10 must be paid not less than ten days before a degree is to be conferred.

For additional information about rules of payment and living costs at Cornell, consult the *General Information* booklet published by the University.

Courses of Study

THE FIRST YEAR

In keeping with the basic assumption that business administration and public administration have more common elements than differences, the School has planned its curriculum so that it represents, first, an emphasis upon a common core of courses which all students are required to include in their first-year program; and, second, an emphasis in all the courses in the School upon the interrelationships between the management of business and the administration of public activities.

The courses making up the core of work required of all students in the first year are:

	<i>1st term</i>	<i>2nd term</i>
100-101. Principles of Administration.....	3	3
110-111. Principles of Accounting.....	3	3
140. Finance		4
170. Statistics	4	

In addition to the above courses, candidates for the M.B.A. degree must take Course 130, Analytical Economics; they must also take Course 160, Marketing, unless they arrange to defer taking it until the second year. (Ordinarily this privilege of deferring Course 160 is restricted to students planning to take the concentration in professional accounting.)

Students who, before entering the School, have had courses substantially equivalent to any of the required courses listed above may be allowed to substitute electives therefor. Actually the School expects that many applicants will have taken courses equivalent to 110-111, *Principles of Accounting*, 130, *Analytical Economics*, or 170, *Statistics*, before entrance so that other courses can be elected. New students who want to substitute electives for such required courses are expected to supply official descriptions of equivalent courses previously taken elsewhere.

In addition to the required core of courses (or their substitutes),

students will elect courses with the approval of their advisers bringing their program normally to 15 or 16 hours a term. In special cases, students may be permitted to carry as many as 19 hours a term.

THE SECOND YEAR

During the second year, the student must complete the requirements of a *Concentration* plus approved elective hours sufficient to fill out the minimum of 60 semester hours required for graduation.

THE MASTER OF BUSINESS ADMINISTRATION DEGREE

Concentrations for this degree are: Accounting, Finance, Business Management, Marketing, Personnel Relations, and Special. The objectives and requirements of these concentrations are described below.

Accounting. (Master of Business Administration degree)

A student may pursue either of two accounting concentrations depending on his vocational aim. The first may be designated general and is designed to fit the student for a position in the accounting department of a business or a governmental agency; the second, the professional, is designed to prepare the student for a career in public accounting and fulfills the academic requirements for the Certified Public Accountant certificate in New York State.

The general accounting concentration is flexible depending on the student's preparation prior to entering the School, and his proposed vocational objective. A student electing the general accounting concentration must fulfill the following requirements in accounting, plus all other School requirements:

1. Complete 6 hours of accounting work during the first year, consisting of Principles of Accounting 110 and 111, or such other courses for which he is qualified
2. complete 12 hours of accounting work during the second year
3. include the following courses in his program:
 - (a) 112 — Advanced Accounting
 - (b) 210 — Principles of Cost Accounting
 - (c) 212a — Auditing
 - (d) 214 — Tax Accounting

A student who plans to fulfill the academic requirements for the Certified Public Accountant must pursue the following program of courses in addition to courses 112 and 113 — Advanced Accounting:

	<i>1st term</i>	<i>2nd term</i>
230-231. Business Policy and the Public Interest	3	3
250. Advanced Business Law.....	3	
210. Principles of Cost Accounting.....	3	
211. Advanced Cost Accounting.....		3
212a-212b. Auditing	3	3
214. Tax Accounting		3

Students who plan to take the second-year professional accounting concentration (described above) are advised to complete a year's work in accounting where possible before entering the School. It is possible to complete the work of the professional accounting concentration without such a pre-entrance accounting course, but this requires a very rigid schedule during the student's two years in the School. Consequently, a one year's pre-entrance course in accounting is desirable for such students. Moreover, if they have not received credit for at least 3 semester hours of work in the general field of finance before entering the School, they must take 3 hours' work in finance beyond the 4-hour first-year required course. They must also take the 6-hour course in Legal Problems of Business (courses 150-151) which other students need not take until the second year. Consequently, students must decide at the beginning of their first year whether they wish to take the special professional accounting concentration. Otherwise they will have to spend an additional year in the School to complete the required work. In special cases, accounting students may be allowed to substitute other courses for courses 230-231.

Finance. (Master of Business Administration degree)

The administration of the financial affairs of business plays a critically important role in business management. It is essential, therefore, that the student of business possess a broad understanding of the function of finance in business, its mechanisms, and the operation of the financial system which has been evolved to serve the needs of the business community.

The program in Finance presents an integrated treatment of the operational aspects of business and investment finance, the functions of financial institutions and capital markets, and the basic economic and legal framework of financial organization. It is designed to meet the needs of students who look forward to specialized careers in the financial management of business and to careers in commercial, savings, and investment banking, financial counseling, and investment

management. In the area of public administration the program should be especially helpful to those planning careers in the government service, intending to specialize in fiscal administration or in the work of state and federal administrative agencies.

By the inclusion of electives in other areas of instruction, greater emphasis may be placed on certain specialized phases of the subject. *Tax Accounting* is strongly urged for students interested in investment analysis and management.

	<i>1st term</i>	<i>2nd term</i>
230-231. Business Policy and the Public Interest	3	3
150-151. Legal Problems of Business.....	3	3
240. Analysis of American Industries.....		3
243. Financial Management	3	
244. Investment Management		3

Business Management. (Master of Business Administration degree)

The program in Business Management is offered in recognition of the high premium which modern business places upon the skills of organizing, planning, coordinating, directing, supervising, analyzing, and evaluating. The growth in size of business enterprises, their complexity and specialization, the necessity for rapid and continuous adaptation in policies and methods, the recent trends toward decentralization in both decision-making and in operations — all place new emphasis upon the over-all knowledge and skills and upon the staff activities assisting in coordination and control. The concentration in Business Management will stress the administrative process as such, particularly in its policy-making and in its unifying and coordinating functions.

The Business Management program is arranged to meet the needs of those students who look toward general rather than specialized careers, those who expect to operate businesses of their own, and those who are interested in such positions as staff assistants, management consultants, general supervisors. The program is also designed for those students who prefer not to choose a field of specialization but to prepare themselves through fundamental training to assume responsibility and leadership, in whatever business field they later find opportunities.

	<i>1st term</i>	<i>2nd term</i>
230-231. Business Policy and the Public Interest	3	3
150-151. Legal Problems of Business.....	3	3

200. Business Organization and Management	3	
202-203. Personnel Administration	3	3

Marketing. (Master of Business Administration degree)

The productive capacity of the United States has increased enormously during the past decade and more. Utilization of this capacity in the production of peacetime merchandise to meet domestic and foreign requirements will necessitate more careful study of existing and potential markets than ever before. Sales organizations must be rebuilt, comprehensive programs of market research developed, and provision made for the maintenance of satisfactory manufacturer-distributor relationships before effective marketing practices can be carried out.

The Marketing concentration has been designed for students planning to accept positions in sales organizations, market research agencies, retail and wholesale establishments, and other forms of distributive effort. Emphasis is placed upon the appraisal of current developments in the field, the increasingly close relationship between business and government in the field of marketing activities, and the need for revising policies and methods to meet changing conditions.

	<i>1st term</i>	<i>2nd term</i>
230-231. Business Policy and the Public Interest	3	3
150-151. Legal Problems of Business.....	3	3
261. *Problems in Sales Management.....		3
262. Marketing Research	3	
263. *Retail Distribution	3	
264. *Advertising Management		3
269. Marketing Seminar		3

* Only two of these three courses are required.

Personnel Relations. (Master of Business Administration degree)

This concentration in Personnel Relations is designed for students who are interested in the new policies and methods developed by business and public agencies for dealing with the people who work for them. The selection, compensation, and training of personnel and the development of manpower resources is one of the most important and most difficult tasks of the modern manager. The personnel function in all large private enterprises now requires the skill of a professional staff. Personnel managers and their assistants have steadily acquired higher status and broader influence as labor costs, labor relations, and

the problems of maximizing production through improvement of morale and motivation have become more important concerns of management.

Students who choose this concentration may expect to find careers as personnel officers in business organizations; as personnel consultants; or as personnel specialists in research agencies or in trade and professional associations.

The requirements for this concentration can be fulfilled by a program of courses which includes the following:

	<i>1st term</i>	<i>2nd term</i>
230-231. Business Policy and the Public Interest	3	3
150-151. Legal Problems of Business.....	3	3
202-203. Personnel Administration	3	3
302-303. Advanced Study in Personnel Administration	2	2

The remaining courses necessary for the degree may be selected, with the approval of the faculty adviser, from among the course offerings of the School and from the wide range of appropriate graduate and professional courses offered in other divisions of Cornell University. Students concentrating in Personnel Relations will be especially interested in the following elective courses given in other divisions of the University:

In the College of Arts and Sciences:

Psychology 452. Advanced Industrial Psychology.

In the School of Industrial and Labor Relations:

- 43. Labor Union Organization and Management.
- 44. Human Relations in Industry.
- 59. Labor Relations Law and Legislation.
- 60. Labor Relations — Contract Making and Administration.
- 62. Protective Labor Legislation.
- 67. Principles of Human Relations.
- 101. Collective Bargaining — Role of Government in Labor Relations.
- 104. Human Relations in Industry.
- 108. Labor Market Economics.
- 109. Labor Market Economics.

Special. (Master of Business Administration degree)

In appropriate circumstances, second-year students will be permitted

to complete *Special* concentrations consisting of courses 150-151, Legal Problems of Business, and courses 230-231, Business Policy and the Public Interest, plus 18 hours of work approved by the student's adviser and the Director of Student Personnel. Such a *Special* concentration might, for example, be worked out in Transportation.

THE MASTER OF PUBLIC ADMINISTRATION DEGREE

The School's program in public administration is based upon the central role of government in modern life, the rise of the career public service, and the increasing demand for trained public managers. Emphasis in training is upon the managerial role in public administration, upon the manager's task in policy-making and in the management process, and upon the special problems and methods of the public agencies concerned with regulating, or participating in, the activities of the business community. The program is intended for students who aspire to international, federal, state, or local government careers or who plan to work with private enterprises or business groups in the management of their relations with government.

Concentrations for this degree are: General Administration, Personnel Relations, International Administration, Finance, and Special. The objectives and requirements of these concentrations are described below.

General Administration. (Master of Public Administration degree)

This concentration is designed for public administration students who plan to seek careers as generalists in public agencies, who desire to combine general administrative skills with a professional or technical specialization, or who desire to prepare themselves for careers in the staff offices and other advisory functions of government departments. The requirements for this concentration can be fulfilled by a program of courses which includes the following:

	<i>1st term</i>	<i>2nd term</i>
252. Constitutional Law	3	
253. Administrative Law		3
201a-201b. Problems in Public Administration, or		
204a-204b. Selected Public Agencies.....	2	2
300 -301. Advanced Study in Administration...	2	2

The remaining courses necessary for the degree may be selected, with the approval of the faculty adviser, from among the course offerings of the School and from the wide range of appropriate graduate and

professional courses offered in other divisions of Cornell University. In addition to the courses listed elsewhere in this catalogue, the student concentrating in General Administration will be especially interested in the following elective graduate and professional courses given in other divisions of the University.

In the Graduate School:

- Government 275. Seminar in Constitutional Problems.
- Government 285. Seminar in Public Administration.
- Government 375. Seminar in Political Theory.
- Economics 575. Public Finance.
- Economics 980. History of Economic Thought.

In the College of Architecture:

- 710. Principles of Regional and City Planning.
- 711. City Planning Practice.
- 712. Regional Planning Practice.

In the Law School: (Registration only by special arrangement with the instructor)

- 34. Business Regulation I
- 37. Business Regulation II
- 51. Administrative Law II

In the School of Industrial and Labor Relations:

- 68. Public Relations.
- 110. History and Government of Labor Unions.

In the College of Agriculture:

- Agricultural Economics 151. Public Problems of Agriculture.
- Agricultural Economics 236. Problems in Public Administration.
- Agricultural Economics 238. Seminar in Public Finance.

Personnel Relations. (Master of Public Administration degree)

This concentration is provided for public administration students who desire to prepare themselves for careers in public personnel administration as staff members of central personnel agencies, as personnel officers or personnel staff members of public agencies, or as personnel specialists in research organizations. The requirements for this concentration can be fulfilled by a program of courses which includes the following:

	<i>1st term</i>	<i>2nd term</i>
201a-201b. Problems in Public Administration, or		
204a-204b. Selected Public Agencies.....	2	2

202 -203.	Personnel Administration.....	3	3
302 -303.	Advanced Study in Personnel Adminis- tration	2	2

The remaining courses necessary for the degree may be selected, with the approval of the faculty adviser, from among the course offerings of the School and from the wide range of appropriate graduate and professional courses offered in other divisions of Cornell University. In addition to the elective courses listed under other concentrations for the degree, the student concentrating in Personnel Relations will be especially interested in the following elective courses given in other divisions of the University.

In the College of Arts and Sciences:

- Economics 410. Legal and Constitutional Aspects of Labor Problems.
- Psychology 452. Advanced Industrial Psychology.

In the School of Industrial and Labor Relations:

- 44. Human Relations in Industry.
- 62. Protective Labor Legislation.
- 63. Social Security.
- 67. Principles of Human Relations.
- 72. Civil Rights in Industrial and Labor Relations.
- 101. Collective Bargaining — Role of Government in Labor Relations
- 104. Human Relations in Industry.
- 106. Protective Labor Legislation.
- 107. Social Security.

International Administration. (Master of Public Administration degree)

Two of the most conspicuous developments in recent history have been the emergence of the United States as a world leader, and the trend toward the conduct of foreign affairs through international public agencies. More than a score of such agencies are now functioning, with the United States occupying a key position in most, if not all, of them. Such organizations include the United Nations, its Specialized Agencies, and international public and semi-public agencies not directly connected with the United Nations. World history of the next decades will largely depend upon the successes and failures of these international governmental efforts.

The program in International Administration is designed to help equip students for careers in international public and semi-public organizations, and in federal government departments and agencies dealing with international activities.

In addition to the first-year core courses totalling 20 credit hours, the candidate for the degree of Master of Public Administration with a concentration in International Administration is required to demonstrate a working knowledge of a foreign language sufficient to enable him to pass the Proficiency Examination administered by the Division of Foreign Languages, and to complete work in the following courses:

	<i>1st term</i>	<i>2nd term</i>
205-206. International Administration	2	2
305-306. Advanced Study in International Administration	2	2

The balance of the work required for the degree is determined by the background and objectives of the individual student, in consultation with the faculty adviser. In addition to courses given in the School, selections are typically made from courses given in other divisions of the University, including the following:

In the Graduate School:

Government 441.	International Law.
Government 442.	International Law.
Government 473.	International Law and Organization.
Government 417.	Contemporary American Foreign Policy: The Far Eastern Policy of the U.S.
Government 418.	Contemporary American Foreign Policy: The Latin American Policy of the U.S.
Government 385.	Comparative Constitutional Law.
Government 386.	Comparative Constitutional Law.
Government 325.	Political Theory.
Economics 775.	International Economics.
Economics 975.	Economic Theory.
History 423.	Modernization of Europe.
History 425.	Europe and the World Wars.
History 424.	Evolution of the Fourth French Republic.
History 426.	Origins of the Third Reich.
History 811.	Modernization of China.
History 812.	Modernization of China.

Sociology and

Anthropology 604. Modernization of Southeast Asia and the Pacific.

In the Law School:

- 45. International Law.
- 46. International Law.
- 60. Comparative Law.

In the School of Industrial and Labor Relations:

- 110. Comparative Labor Movements.
- 112. International Economic and Social Organization.

Class work in the Division of Modern Languages is available for students who need training in preparation for the Proficiency Examination, but course credit for such work is not given toward the over-all 60 credit hour requirement.

Finance. (Master of Public Administration degree)

This concentration is provided for public administration students who are interested in specializing in public fiscal administration, including the fields of budget administration, governmental accounting, the fiscal management of government corporations, the public regulation of private financial activities, and public statistical work. The requirements for this concentration can be fulfilled by a program of courses which includes the following:

	<i>1st term</i>	<i>2nd term</i>
252. Constitutional Law	3	
253. Administrative Law		3
243. Financial Management	3	
213. Governmental and Institutional Accounting	3	
Economics 575. Public Finance; or its equivalent		3

The remaining courses necessary for the degree may be selected, with the approval of the faculty adviser, from among the course offerings of the School and from the appropriate graduate and professional courses offered in other divisions of Cornell University. In addition to the courses listed elsewhere in this catalogue, the student concentrating in Finance will be especially interested in the following elective graduate and professional courses given in other divisions of the University:

In the College of Agriculture:

Agricultural Economics 238. Seminar in Public Finance.

Special. (Master of Public Administration degree)

In appropriate circumstances, second-year students will be permitted to complete *Special* concentrations consisting of course 252, Constitutional Law, course 253, Administrative Law, plus 24 hours of work approved by the student's adviser and the Director of Student Personnel. Such a *Special* concentration might, for example, be worked out in Transportation.

Description of Courses

ADMINISTRATION

100. *PRINCIPLES OF ADMINISTRATION*. First term. Credit three hours. Mr. Sayre.

A study of the fundamental principles and practices of administration which are common to both public and private enterprises. The course begins with an analysis of the basic economic and political factors which establish the environment and climate of contemporary administration. It then proceeds to an intensive examination of the policy-making process, the development and maintenance of organization plans, and the nature and use of general instruments of administration (planning, controls, evaluation, coordination).

101. *PRINCIPLES OF ADMINISTRATION*. Second term. Credit three hours. Mr. Sayre.

Continuation of Administration 100. Emphasis is first given to the problems of administrative relationships (including the concepts of the informal organization, the role of communication, the nature of morale). Attention is then given to the functions of the executive groups; to the use of personnel policies; and to the problems of administrative responsibility to the public, to the organization, to codes of ethics. The course is concluded by a period of review and application in which case studies are used.

200. *BUSINESS ORGANIZATION AND MANAGEMENT*. First term. Credit three hours. Mr. Sayre.

Through intensive use of the case method, the student is trained in the use of the problem-solving methods and skills of business executives. Emphasis is given to the interrelations of policies and organizational methods, and to the multiplicity of factors which make most managerial decisions hard choices between competing alternatives. The major problems considered include: the selection of organizational systems, the methods of decentralization, the use of management controls, the development of executive groups, devices for continuous management improvement, and the processes of policy formulation.

201a and 201b. *PROBLEMS IN PUBLIC ADMINISTRATION*. Throughout the year. Credit two hours a term. Mr. Sayre and Mr. Schaaf.

The case method is used to introduce the student to the typical situations in which public managers must translate broad public policy into concrete programs of action or recommendation. Special attention is given to case studies which illustrate the manager's task of analyzing and integrating the many forces and interests involved in decision-making, the skills which enable the manager to build and maintain a successful organization, and the usefulness of administrative theory in

real-life situations. From this perspective, intensive analysis is made of the problem of responsibility, functions of staff agencies, trends toward decentralization, use of government corporations, organization and methods of the agencies regulating or assisting business, and the growth of planning agencies.

202. *PERSONNEL ADMINISTRATION*. First term. Credit three hours. Mr. Hoslett.

A study of the development and administration of personnel policies in public and business organizations. Various approaches to the management of the personnel function are studied; emphasis is given to the concept of personnel work as staff assistance to operating officials in securing cooperative action. Policy formulation, personnel techniques, formal and informal organization, communication, participation, and personnel organization are considered. Particular attention is given to the promotion of morale, job satisfaction, and organizational equilibrium. Throughout the course private and public personnel philosophies, policies, and methods are compared and contrasted. Readings, discussions, reports, and practice-sessions in the application of techniques.

203. *PERSONNEL ADMINISTRATION*. Second term. Credit three hours. Mr. Hoslett.

Continuation of Administration 202. Through extensive use of case studies emphasis is placed upon the analysis of administrative situations in government and business involving problems in the development and execution of personnel policies and problems in human relations related to personnel policy and practice. Attention is devoted to increasing the ability of the administrator in diagnosing social situations involving personnel problems, in ascertaining remedial lines of action, and in influencing the organization to achieve the desired ends.

Courses 202 and 203 form one unit of instruction in personnel administration. Course 202 provides a basic understanding of personnel administration; Course 203 gives depth to this understanding through case study analysis. Ordinarily Course 202 is a prerequisite for Course 203. In some cases, however, students may take Course 203 without having had Course 202, or may take Course 202 without continuing with Course 203, depending upon previous instruction and experience and upon career plans.

204a and 204b. *PROGRAMS, POLICIES, AND ADMINISTRATION OF SELECTED PUBLIC AGENCIES*. Throughout the year. Credit two hours a term. Mr. Sayre, Mr. Hoslett, and Mr. Schaaf.

This course selects for intensive analysis a representative sample of international, federal, state, municipal, and local public agencies. The origins of the agency, its basic grant of authority, its major assignments, its general policies, its organizational structure, and its working methods, as well as its accomplishments, are studied. Original source documents and lecturers from the agencies will serve to give the student a first-hand introduction to the management of representative public institutions.

205. *INTERNATIONAL ADMINISTRATION*. First term. Credit two hours. Mr. Schaaf.

A study of the broad objectives, policy-determining machinery, and representative administrative practices of major international public agencies. Analysis is

made of problems of policy formulation and administration illustrative of those arising in the United Nations, its Specialized Agencies, and international public organizations not directly connected with the United Nations. Proposals for strengthening world government are also examined.

206. *INTERNATIONAL ADMINISTRATION*. Second term. Credit two hours. Mr. Schaaf.

Continuation of International Administration 205. In the latter part of the semester attention is given to individual countries as present or potential participants in international public agencies. The case method is employed in examining nations, individually and by regions, with reference to their roles in the international community. The student is acquainted with techniques used in appraising conditions in individual countries in relation to international issues. *Prerequisite*: International Administration 205.

300-301. *ADVANCED STUDY IN ADMINISTRATION*. Throughout the year. Credit two hours a term. Mr. Sayre.

Each student will explore a significant problem in public administration through an individual project involving directed readings, intensive research, and a written report meeting high standards of thoroughness and originality. There will be regular conferences but no class sessions.

302-303. *ADVANCED STUDY IN PERSONNEL ADMINISTRATION*. Throughout the year. Credit two hours a term. Mr. Hoslett.

Individual work in reading and research for the advanced student, involving a project adapted to individual needs and interests. Subjects for intensive inquiry may include specific personnel functions, problems in human relations, or personnel administration in particular organizations, public or private. *Prerequisite*: Administration 202 or 203, or consent of instructor.

305-306. *ADVANCED STUDY IN INTERNATIONAL ADMINISTRATION*. Throughout the year. Credit two hours a term. Course may be taken either or both semesters. Mr. Schaaf.

An intensive reading and research course in which each student examines a special problem or problems. *Prerequisite*: Courses 205 and 206.

ACCOUNTING

110. *PRINCIPLES OF ACCOUNTING*. First term. Credit three hours. Mr. Childs.

The functions of accounting — to serve as an aid in managerial control, and to provide data for reports to owners, creditors, and regulatory agencies on the position and operations of a business enterprise; principles underlying the recording of business transactions; adjusting and closing procedures; presentation of data on the balance sheet, the statement of income operations, and the statement of financial operations; problems of valuation; interpretation of financial statements.

111. *PRINCIPLES OF ACCOUNTING*. Second term. Credit three hours. Mr. Childs.

Application of accounting principles to the recording of transactions peculiar to a partnership — creation, operation, and dissolution; application to the recording of

transactions peculiar to a corporation — issuance of capital stock and bonds, reserves, surplus and dividends; the accounts of a manufacturing business; internal control devices — the budget, the voucher system, internal reports and auditing; similarities of and differences between proprietorship accounting and governmental and institutional accounting.

112. *ADVANCED ACCOUNTING*. First term. Credit three hours. Mr. Shannon.

Problems of income determination and allocation; the admission, valuation, and presentation of each typical asset and equity element in a balance sheet and the related revenue and expense aspects; analysis and interpretation of financial statements according to varying philosophies; special topics — sinking funds, special reserves, and operating schedules. *Prerequisite*: Accounting 111 or equivalent.

113. *ADVANCED ACCOUNTING*. Second term. Credit three hours. Mr. Shannon.

Analysis of installment sales and long-term contracts; consignments; branch accounting; consolidated statements; foreign exchange; reorganization and liquidation problems; estate and trust accounting; insurance, source and application of funds statement and related analysis of financial statements. *Prerequisite*: Accounting 112.

210. *PRINCIPLES OF COST ACCOUNTING*. First term. Credit three hours. Mr. Childs.

Basic cost classifications and records; analysis of cost components — material, labor, and burden; bases for cost allocations; aspects of payroll accounting; cost procedures — job order and process costs; cost statements and their use. *Prerequisite*: Accounting 111 or equivalent.

211. *ADVANCED COST ACCOUNTING*. Second term. Credit three hours. Mr. Childs.

Standard cost methods and procedures; problems of joint cost products and by-products; cost accounting for particular manufacturing and extractive industries; present trends of cost analysis and budgetary control; problems of distribution costs; uniform cost principles and systems. *Prerequisite*: Accounting 210.

212a. *AUDITING*. First term. Credit three hours. Mr. Childs.

Value of internal and independent audits to management; systems of internal control; types of audits and investigations and their functions; principles underlying and procedures for auditing the accounts of a business, institution, or governmental unit; importance of original documents; emphasis placed on recent statements of auditing standards by the American Institute of Accountants; the survey of operations; the audit report — present trends. *Prerequisite*: Accounting 112 to precede or accompany.

212b. *AUDITING*. Second term. Credit three hours. Mr. Childs.

Application of principles and procedures to a practice case; extended study of problems set on C.P.A. examinations; special audit programs for various industries; examinations required by public and quasi-public agencies; professional standards and ethics; the organization of the public accountant's office and practice. *Prerequisite*: Auditing 212a.

213. *GOVERNMENTAL AND INSTITUTIONAL ACCOUNTING*. First term. Credit three hours. Mr. English.

Principles underlying bases of accounting for governmental and institutional units; fund accounts, budgetary and proprietary procedures; uniform systems; aspects of cost accounting; special problems—bond issues, sinking funds, government-owned utilities; statements and special reports. *Prerequisite*: Accounting 111 or equivalent.

214. *TAX ACCOUNTING*. Second term. Credit three hours. Mr. Shannon.

Federal income tax provisions and procedures are emphasized; problems of computing gross income, deductions, credits against net income, and tax liability; preparation of tax returns; special taxes—social security, corporate, estate, and excise taxes; comparison of commercial accounting practices and tax accounting provisions. *Prerequisite*: Accounting 111 or equivalent.

ECONOMIC AND BUSINESS HISTORY

120. *ECONOMIC AND BUSINESS HISTORY*. First term. Credit three hours. Mr. Hutchins.

A study of the evolution of economic structure, business organization and practices, and national economic policies in Europe and America, 1750–1860. Analysis of primary economic changes. Case studies of selected enterprises, involving critical analysis of business policies in the light of contemporary economic conditions.

121. *ECONOMIC AND BUSINESS HISTORY*. Second term. Credit three hours. Mr. Hutchins.

A continuation of course 120 covering the period 1860–1940. First term not prerequisite to second.

ECONOMICS AND POLICY

130. *ANALYTICAL ECONOMICS*. First term. Credit three hours. Mr. de Chazeau.

Emphasis will be placed on economic analysis rather than descriptive economic knowledge, on a technique of thinking rather than a body of settled conclusions. While initial attention will be given to the factors affecting the functioning of the business system as a whole, the primary focus of attention will be production and pricing problems as they confront the management of an individual firm. An attempt will be made to develop in the student an understanding of demand and money cost conditions which confront the business firm and of the techniques for analyzing these conditions as a basis for managerial decision.

This course is required of all first-year candidates for the M.B.A. degree who have not completed an accredited course in intermediate economic theory or its equivalent.

230–231. *BUSINESS POLICY AND THE PUBLIC INTEREST*. Throughout the year. Credit three hours a term. Mr. de Chazeau and Mr. O'Leary.

These courses are required of all second-year students who are candidates for the M.B.A. degree. Attention is focused on major policy problems common to many industries within the economic, social, political, and legal framework of contemporary business responsibilities. Public and private issues raised by business policies and practices in such areas as price, production and employment, and gross capital

outlays will be discussed by the panel method supplemented by written reports designed to provide training in appraising problems, applying economic analysis to their solution, and reporting to superiors. These studies will point toward a second term consideration of broader questions of business-government relations and policies involved in such problems as the maintenance of high productive employment. Some use will be made of qualified outside lecturers. *Prerequisite:* Course 130 or its equivalent.

FINANCE

140. *FINANCE*. Both terms. Credit four hours. Mr. Nilsson.

An introduction to the principles and practices of finance and their application in business and public administration. The uses of financial instruments, problems of short-term and capital financing, methods of security distribution, financial expansion and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed. The regulatory aspects of government financial controls are discussed. Considerable attention will be given to the problems of operating finance in business and to the budgetary problems and practices of governmental agencies.

240. *ANALYSIS OF AMERICAN INDUSTRIES*. Second term. Credit three hours. Mr. de Chazeau.

Study of the economic, legal, and political factors shaping the development of leading American industries and of the public and private issues raised by concentration of control and the shifting character of competition. Emphasis is placed on individual research and each student will be expected to submit a comprehensive report on a selected firm in a given industry (other than public utilities, railroads, and banking) appraising its past record and its long-term outlook in terms of factors affecting its financial record, its growth curve, its relations with labor and the public, and its competitive status. *Prerequisite:* Course 130 or its equivalent.

243. *FINANCIAL MANAGEMENT*. First term. Credit three hours. Mr. Nilsson.

A study of the financial management of corporations viewed principally from the position of the corporate financial officer. Based largely on the study of cases, the course focuses attention on the organization and operating problems involved in corporate financial administration. Selected problems on promotion financing, planning of capital structure, securities issuance, mergers and consolidations, and reorganization under the federal Bankruptcy Act are considered. Instruments of long-term finance and security devices are studied in detail. Problems of working capital management, methods of budgetary control, and financial planning in relation to reserve, surplus, and dividend policies are given considerable attention. The impact of federal government regulations on corporate financial policy will be fully discussed.

244. *INVESTMENT MANAGEMENT*. Second term. Credit three hours. Mr. Nilsson.

A course of study in the fundamentals of investment analysis and management designed primarily for students planning entry into the fields of investment banking and institutional investment. Methods of security analysis, the uses of technical aids in investment analysis, and policies governing the management of investment funds, private and institutional, are studied in detail. Other topics of study include: the

organization and functioning of underwriting firms, methods of security distribution, the operation of security markets, brokerage activities, investment counseling, and investment trust management. Considerable attention will be given to the regulatory activities of the federal Securities and Exchange Commission.

LAW

150-151. *LEGAL PROBLEMS OF BUSINESS*. Throughout the year. Credit three hours a term. Mr. Curtiss.

The fundamentals of the law as applied to business transactions; governmental regulation of business and industry; lectures, reports, and problems. This course is required of all candidates for the M.B.A. degree. It may be taken either year.

250. *ADVANCED BUSINESS LAW*. First term. Credit three hours. Mr. Shannon.

Primarily for second-year students desiring to fulfill academic requirement for the Certified Public Accountant certificate, but open to all students. Extended study is made of the following fields of law: Contracts, Sales, Negotiable Instruments, Agency, Partnership, Corporations, and Property. Case method of study is used. *Prerequisite*: Legal Problems of Business 150 and 151.

252. *CONSTITUTIONAL LAW*. First term. Credit three hours. Mr. Sutherland.

Given in the Law School. A study of judicial interpretation of the Constitution of the United States. Principal attention is given to the commerce power and to the due process and equal protection provisions of the Fourteenth Amendment. The course also treats the federal power to tax and spend, the Bill of Rights, and some of the Constitutional Law elements of procedure.

253. *ADMINISTRATIVE LAW*. Second term. Credit three hours. Mr. Freeman.

Given in the Law School. A discussion of the law applicable to determinations involving private rights made by bodies other than the courts. A study of the theory of the separation of powers, and of the functions of the three branches of government. The course centers upon the nature of the various powers over private rights granted to nonjudicial bodies; the nature of the proceeding before such bodies; the manner of the determination of the issue, including executive discretion; and the nature of the control exercised by the courts over such determinations. Courses 252 and 253 are required of all second-year students who are candidates for the Master of Public Administration degree.

MARKETING AND DISTRIBUTION

160. *MARKETING*. First term. Credit three hours. Mr. Duncan.

A study of the policies and principles governing the distribution of goods from producers to consumers and of the functions performed by the various types of distributive agencies involved. The case method is employed and the management point of view is emphasized. Among the topics considered are the following: the nature and scope of marketing problems, merchandising — the influence of buyers and consumers on marketing policies; channels of distribution — including an analysis of wholesale and retail agencies; and brand policy and sales promotion. A number of written reports, devoted to current marketing problems, are required.

161. *MARKETING*. Second term. Credit three hours. Mr. Duncan.

A continuation of Marketing 160. Attention is given to price determination and policies, marketing costs, efficiency, and governmental relationships, marketing trends, and to marketing diagnosis and policy under present conditions. *Prerequisite*: Marketing 160.

260. *PROBLEMS IN SALES POLICIES AND METHODS*. First term. Credit three hours. Mr. Duncan.

An analysis of the current problems of representative companies marketing consumers' and industrial goods. Special attention is devoted to necessary revisions in policies and methods to meet changes in consumer demands and in the practices of distributive agencies. Topics treated include product analysis and development; appraising and selecting marketing channels; organizing the sales department; planning the sales program; forms of cooperation with wholesalers and retailers; price, discount, and credit policies; collecting, analyzing, and interpreting sales and market data; and marketing costs. Cases devoted to practices of representative companies are examined and appraised. *Prerequisite*: Marketing 161.

261. *PROBLEMS IN SALES MANAGEMENT*. Second term. Credit three hours. Mr. Partner.

An analysis of the problems of representative companies in formulating sales policies and in managing their sales organizations. Detailed consideration is given to broad problems of product and market planning; the determination of sales territories; the selection, training, compensation, stimulation and control of the sales force; and to the control of marketing costs. Cases devoted to practices of typical companies are examined and appraised. *Prerequisite*: Marketing 161.

262. *MARKETING RESEARCH*. First term. Credit three hours. Mr. Partner.

A consideration of the broad principles of scientific method and the application of the techniques of statistics, psychology, engineering, and accounting to general marketing research studies and to the solution of specific marketing problems. Emphasis is placed upon the following: management's need for facts as a basis for the establishment of policies; determination of research objectives; and procedures involved in conducting marketing investigations. Students are required to conduct an actual field study. *Prerequisites*: Marketing 161 and Statistics 170.

263. *RETAIL DISTRIBUTION*. First term. Credit three hours. Mr. Duncan.

A study of the retail distribution structure in the United States and of the problems involved in successful store operation under current conditions. Among the important topics considered are the following: kinds and types of retail stores and trends in their development; store location and layout; merchandise, sales promotion, and service policies; buying, merchandise control, and pricing methods; personnel organization and problems; advertising and personal salesmanship; store operation; accounting, credit, and finance; and general management problems. *Prerequisite*: Marketing 161.

264. *ADVERTISING MANAGEMENT*. Second term. Credit three hours. Mr. Partner.

An appraisal of advertising as a management tool in the marketing of consumers' and industrial goods. Among the topics treated are the following: research as a basis

for defining advertising objectives; determination and control of the advertising appropriation; selection of media; measuring advertising effectiveness; and coordination and integration of advertising with other sales activities. Important case histories are analyzed and the social and economic aspects of the subject are stressed. *Prerequisite:* Marketing 161.

269. *MARKETING SEMINAR*. Second term. Credit three hours. Mr. Duncan.

A consideration of important current problems in the field of distribution together with an appraisal of their economic and social significance. In addition to research in particular areas of interest, students are required to evaluate the contributions of various writers to marketing literature. Oral and written reports constitute an integral part of the course.

Required of all students concentrating in Marketing. Open to others by special permission. *Prerequisites:* Marketing 161 and 262.

STATISTICS

170. *STATISTICS*. First term. Credit four hours. Mr. Partner.

The development and application of statistical measures as administrative tools. Among the topics treated are: collection of data, charts, averages, dispersion, index numbers, sampling, correlation, and time series analysis. Laboratory work forms an essential part of the course. A knowledge of simple algebra is assumed.

TRANSPORTATION

180. *TRANSPORTATION*. First term. Credit three hours. Mr. Hutchins.

A study of American transportation from the points of view of operators, shippers, and public authorities. National traffic pattern; railway operations, capital expenditures, rates, finance, and regulation. Lectures, cases, and discussions.

181. *TRANSPORTATION*. Second term. Credit three hours. Mr. Hutchins.

A continuation of Transportation 180. Motor carriers; inland water transport, ocean shipping; air transport; national transportation policy. *Prerequisite:* Transportation 180.

SUMMER EMPLOYMENT

During the summer between the first and second year in the School, all students are required to spend a minimum of ten weeks in employment with a business enterprise or a government agency, local, state, federal, or international. Under appropriate circumstances, the Director of Student Personnel may approve some other type of summer activity in individual cases. Students may find such employment for themselves, but the School will undertake to place those who are unable to do so. The Director of Student Personnel must approve all summer employment not obtained through his office. He will also receive from employers reports covering the work of students under the summer employment program. The School will not expect its students to accept

summer employment which does not pay reasonable subsistence costs. Every effort will be made to see that summer employment credit is given for more remunerative employment obtained by the student himself, but such employment must be reasonably related to the student's study program in the School. During the summer of 1948 the following concerns and agencies cooperated in the summer employment program:

Allen Wales Adding Machine Corporation Ithaca, New York	Thomas Edison, Incorporated West Orange, New Jersey
American Hawaiian Steamship Company New York, New York	The Equitable Life Assurance Society of the U.S. New York, New York
American Hospital Supply Corporation Evanston, Illinois	Forbes and Wallace Department Store Springfield, Massachusetts
Bache and Company New York, New York	B. Foreman Company Rochester, New York
Bayway Refinery of the Esso Standard Oil Company Elizabeth, New Jersey	Forstmann Woolen Company Ridgewood, New Jersey
Bechtel Corporation San Francisco, California	G. Fox and Company Hartford, Connecticut
The Brooklyn Union Gas Company Brooklyn, New York	Good Brothers, Incorporated Brentwood, Maryland
Central Maine Power Company Augusta, Maine	H. Goodman, Incorporated Cleveland, Ohio
Clark Brothers Company, Incorporated Olean, New York	Grange League Federation Ithaca, New York
Cleaver-Brooks Company Milwaukee, Wisconsin	Grange League Federation Waterloo, New York
Continental Can Company Baltimore, Maryland	The Great American Insurance Company Chicago, Illinois
Cornell University Office of the President Ithaca, New York	The Grolier Society New York, New York
The Detroit Edison Company Detroit, Michigan	Guaranty Trust Company New York, New York
Dewey and Almy Chemical Company Cambridge, Massachusetts	Hirsch and Kaye San Francisco, California

International Bank for Reconstruction and Development Washington, D.C.	Old Town Hotel and Restaurant East Hartford, Connecticut
International Committee of Young Men's Christian Association New York, New York	Paint Products Division of Socony Va- cuum Corporation Long Island City, New York
Kendall Refining Company Bradford, Pennsylvania	Joseph Richter Company Belleville, New Jersey
Loewenthal Trimming Corporation New York, New York	Robinson Airlines Corporation Ithaca, New York
Long Island Lighting Company Mineola, New York	Schulman Rubber Company Akron, Ohio
Merck and Company Rahway, New Jersey	Sibley Lindsay & Curr Company Rochester, New York
New Holland Machine Company New Holland, Pennsylvania	Stagg, Mather and Hough New York, New York
New York Bell Telephone Company Brooklyn, New York	Universal Concrete Pipe Company Columbus, Ohio
	Will Corporation Rochester, New York

STUDENT AID

SCHOLARSHIPS: Through the generosity of The Grolier Society, educational publishers, its president, Mr. Fred P. Murphy, and its vice-president, Mr. Claude C. Harding, the School offers a number of scholarships paying from \$250 to \$500 a year to students showing genuine academic promise and financial need. From year to year, the School hopes to be able to offer additional scholarships of this same general sort.

Application forms for scholarships may be obtained from the Secretary, School of Business and Public Administration, Cornell University, Ithaca, New York. All applications should be filed not later than June 1.

UNIVERSITY LOAN FUNDS: Students who have been in residence and in good standing for at least two terms are eligible to borrow money from student loan funds. Preference is given to applicants who have a high scholastic standing and who are within a year or two of graduation. The Dean of Men and Dean of Women receive applications for aid from the loan funds.

JOB PLACEMENT: The School maintains a job placement service. It will make every effort to find suitable employment for its graduates.

In many cases, the summer employment program will lead to permanent employment. The Director of Student Personnel, however, will not neglect to develop other sources of permanent employment much more varied than the summer employment program affords.

GENERAL INFORMATION

War veterans who plan to attend Cornell under the benefit provisions of Public Law 16 or Public Law 346 as amended (the so-called G. I. Bill) should take up all matters pertaining to qualifying for such benefits with the Office of Veterans Education, Cornell University, Ithaca, New York.

HOUSING: All requests for information about rooms for single students and house-keeping accommodations for married students should be addressed to Manager, Residential Halls, Cornell University, Ithaca, New York.

Consult the *General Information* booklet for other information about the University. It may be obtained from Cornell University Official Publication, Administration Building, Ithaca, New York.

CANDIDATES FOR DEGREE, JUNE 1949

Abbott, Frank C., B.A., 1942, Cornell University.....	Hudson, Ohio
Atwood, Allen A., Jr., B.A., 1948, Cornell University.....	St. Cloud, Minn.
Bartholomay, Robert W., B.A., 1948, Cornell University.....	Winnetka, Ill.
Benton, Don, B.A., 1947, Pennsylvania State College.....	Philadelphia, Pa.
Bercu, Richard A., B.A., 1946, Columbia University.....	New York City
Burson, Donald E., B.A., 1948, Cornell University.....	Delaware, Ohio
Casad, Gertrude, B.A., B.S., 1940, Texas State College for Women.....	Canutillo, Texas
Cohen, Kenneth S., B.S., 1946, Georgia School of Technology.....	Rockaway Park
Cushing, John P., B.A., 1947, Cornell University.....	Ithaca
Dimon, Erwin W., B.S., 1948, Cornell University.....	Parish
Douglass, Robert J., B.A., 1948, Cornell University.....	Groton, Conn.
Driscoll, John J., Jr., B.A., 1947, Cornell University.....	Ithaca
Ehrenpreis, Sheldon H., B.A., 1947, Syracuse University.....	Syracuse
Farrell, Robert W., B.A., 1947, Cornell University.....	Rockville Centre
Fearnley, George L., Jr., B.S., 1947, Massachusetts State College.....	Rochester
Fry, Jacob D., B.S., 1948, Cornell University.....	Ephrata, Pa.
Gallagher, Frank W., B.A., 1948, Cornell University.....	Baldwin
Gardiner, Bob L., B.A., 1948, Cornell University.....	Ridgewood, N. J.
Goodridge, Frederick R., B.A., 1947, Middlebury College.....	Springfield, Mass.
Gordon, Paul J., B.B.A., 1945, College of the City of New York.....	New York City
Graves, James H., B.A., 1947, Kenyon College.....	Youngstown, Ohio
Harley, Clara J., B.A., 1943, University of Maine.....	Augusta, Maine
Hershman, Victor, B.S., 1947, Cornell University.....	Brooklyn

Holland, Herbert S., Jr., B.S., 1947, Cornell University.....Ithaca
 Hornung, Richard S., B.A., 1948, Cornell University.....Hempstead
 Jameson, Henry Jr., B.S., 1946, Purdue University.....Milwaukee, Wis.
 Kilby, Paul C., B.A., 1947, Cornell University.....Clinton
 Kirkland, William G., B.A., 1948, Cornell University.....Camp Hill, Ala.
 Knowles, Stoddard H., B. Chem. E., 1947, Cornell University...San Francisco, Calif.
 Lamba, Kanwar K., B.A., 1947, Punjab University.....Meerut, India
 Lundblad, John P., B.A., 1947, Cornell University.....Rome
 McLeod, Norman B., B.A., 1947, Amherst College.....Alexandria, Va.
 Miller, Charles C., B.A., 1948, Cornell University.....Akron, Ohio
 Morris, John D., B.A., 1948, Cornell University.....DeGolia, Pa.
 Neifeld, Martin J., B.A., 1948, Cornell University.....Maplewood, N. J.
 Ostrom, Donald M., B.S., 1948, Cornell University.....New Rochelle
 Pellon, Gustavo J., B.A., 1948, Cornell University.....Camaguey, Cuba
 Plaisted, Elmer F., B.S., 1946, Cornell University.....Hammondsport
 Quade, Joseph H., B.S., 1947, Rutgers University.....Elizabeth, N. J.
 Ritter, Donald A., B.A., 1947, Cornell University.....Hollis
 Salisbury, Richard J., B.A., 1947, Middlebury College.....Madison, N. J.
 Sanford, Clark R., B.A., 1947, Cornell University.....Potsdam
 Schauffert, Harry R., Jr., B.A., 1948, Cornell University.....Oceanside
 Stark, Alexander T., B.A., 1948, Cornell University.....Irvington, N. J.
 Stashower, Michael D., B.A., 1947, Cornell University.....Cleveland Heights, Ohio
 Stebbins, David T., B.A., 1947, Middlebury College.....Hartford, Conn.
 Thaney, William B., B.A., 1945, College of the Holy Cross.....Rochester
 Trumpp, Theodore F., B.A., 1948, Cornell University.....Cortland
 Vogelin, Robert E., B.A., 1948, Cornell University.....Binghamton
 Wach, Daniel S., B.B.A., 1947, College of the City of New York.....New York City
 Williamson, Lewis H., II, B.A., 1948, Cornell University.....New York City

CANDIDATES FOR DEGREE, JUNE 1950

Aaronson, Jules J., Arts-Business and Public Administration.....Brooklyn
 Alpern, Jerome, Industrial and Labor Relations-Business and Public Administration
 New York City
 Asdell, Philip T., Arts-Business and Public Administration.....Ithaca
 Baer, Donald M., B.A., 1948, Yale University.....Wyncote, Pa.
 Banerjee, Ranjit K., B.A., 1946, St. Xavier's College.....Calcutta, India
 Bayern, Gerald J., B.A., 1947, Columbia University.....Jackson Heights
 Bayern, Lawrence, Agriculture-Business and Public Administration. Jackson Heights
 Bell, Roy E., B.S., 1948, University of Tennessee.....Memphis, Tenn.
 Belt, David H., B.C.E., 1943, Cornell University.....Baltimore, Md.
 Berg, Robert S., B.A., 1948, College of the University of Chicago.....Chicago, Ill.
 Berman, Charles F. P., Arts-Business and Public Administration.....Forest Hills
 Berman, Ralph H., B.S., 1946, Massachusetts Institute of Technology. Brighton, Mass.
 Blum, Jerome M., B.S. in A.E., 1948, Cornell University.....Maplewood, N. J.
 Browne, Carl J., C.E., 1938, Cornell University.....Balboa Heights, C. Z.
 Buckman, Irwin, Agriculture-Business and Public Administration...New York City
 Buzby, Jesse M., Jr., B.A., 1948, Harvard College.....San Juan, Puerto Rico

- Campbell, James W., B.S., 1946, Cornell University.....Trumansburg
- Christnacht, John A., Ph.B., 1948, Marquette University.....Milwaukee, Wis.
- Cohen, Joseph C., B.S., 1948, University of Massachusetts.....Holyoke, Mass.
- Cohen, Ronald L., B.S., 1948, Kent State University.....Newark, N. J.
- Davis, Raymond H., B.S., 1948, McGill University.....Montreal, Canada
- DeWolfe, Robert R., B.S., 1926, United States Naval Academy.....Noank, Conn.
- Ellington, Ben L., B.A., 1948, University of Texas.....Linden, Texas
- Fisher, Louis, B.A., 1948, Cornell University.....Yucaipa, Calif.
- Gratz, Kenneth L., B.S., 1942, University of Pennsylvania.....Merchantville, N. J.
- Haack, William B., Rhode Island State College-Business and Public Administration
.....Rochester
- Haas, Bert R., B.A., 1948, Middlebury College.....New York City
- Hodapp, Edward J., Arts-Business and Public Administration.....Mankato, Minn.
- Hull, Robert B., Jr., Arts-Business and Public Administration.....Ithaca
- Iarrobino, Anthony V., B.S., 1947, Dartmouth College; M.S., 1948, Harvard University
.....Astoria
- Irvine, William B., Arts-Business and Public Administration.....East Orange, N. J.
- Irwin, Robert R., Arts-Business and Public Administration.....Ithaca
- Jacobson, Robert N., Arts-Business and Public Administration.....New York City
- Johnston, Richard A., B.A., 1948, Swarthmore College.....Henrietta
- Jones, Albert E., B.S., 1948, Cornell University.....Old Forge, Pa.
- Kay, David C., Chemical Engineering-Business and Public Administration.....
Bloomfield, N. J.
- Knapp, Thomas P., Jr., Arts-Business and Public Administration.....Waverly
- Kwok, Bartholomew M., B.S., 1948, Fordham College.....Hong Kong, China
- Lechter, Muriel B., Arts-Business and Public Administration.....Newark, N. J.
- Lemelson, Howard, Electrical Engineering-Business and Public Administration....
Staten Island
- Loomis, Howard K., Arts-Business and Public Administration.....Omaha, Nebraska
- Ludington, Howard J., Jr., Arts-Business and Public Administration.....Rochester
- McCagg, George W., Jr., B.A., 1948, Cornell University.....New York City
- McKelvey, Martha J., Arts-Business and Public Administration.....Ames, Iowa
- McKinney, Joseph E., B.S., 1939, Georgia School of Technology....Atlanta, Georgia
- Mead, Charles P., B.S., 1932, Cornell University.....Ithaca
- Muller, Harry J., B.A., 1943, Brothers College of Drew University.....Grand Gorge
- Odell, David K., B.S., 1947, University of Pennsylvania.....Mill City, Pa.
- Park, James E., B.A., 1948, College of Wooster.....Cleveland, Ohio
- Parker, Wilbur, Arts-Business and Public Administration.....Newark, N. J.
- Perrin, H. Towle, Jr., B.A., 1948, Kenyon College.....Gambier, Ohio
- Raney, Clayton E., Arts-Business and Public Administration.....Akron, Ohio
- Reid, Cornelius J., Jr., Arts-Business and Public Administration.....Mill Neck
- Rogers, John B., Civil Engineering-Business and Public Administration.....Ithaca
- Rollason, David H., Middlebury College-Business and Public Administration.....
East Middlebury, Vt.
- Rollinson, Thomas T., B.S., 1948, Cornell University.....Yonkers
- Roth, John C., Hotel-Business and Public Administration.....Webster Groves, Mo.
- Seewaldt, Alfred, B.E.E., 1948, Polytechnic Institute of Brooklyn.....Queens Village
- Seidel, Kenneth, B.S., 1948, The Johns Hopkins University.....Clifton, N. J.

- Serven, Michael, Agriculture-Business and Public Administration . . Washington, D. C.
- Shuster, Theodore D., Jr., B.S., 1947, New York University Brooklyn
- Weissenborn, Stanton F., Arts-Business and Public Administration
Upper Montclair, N. J.
- Wengert, Harlan R., Agriculture-Business and Public Administration . . Lebanon, Pa.
- Wesley, Joseph, B.S., 1948, Cornell University Roscoe
- Wolcott, Arthur S., Arts-Business and Public Administration Elmira
- Woodams, Peter M., B.A., 1948, University of Rochester Rochester
- Worsnop, Robert A., Arts-Business and Public Administration Ardsley
- Wurts, Alan J., B.A., 1948, Cornell University Upper Montclair, N. J.