

THE UNIVERSITY *of* CHICAGO

THE GRADUATE SCHOOL
of BUSINESS

ANNOUNCEMENTS

2001-2002

*Let knowledge grow from more to more
And so be human life enriched*



CONTENTS

	PAGE		PAGE
THE UNIVERSITY AND THE SCHOOL	6	Graduate Program in Health Administration and Policy	32
The University of Chicago	6	The Ph.D. Program	33
The Graduate School of Business	7	Curriculum and General Degree Requirements	33
The Administration and the Council	9	Dissertation and Support Areas of Study	34
The University of Chicago Administration	9	Research Emphasis at the Graduate School of Business	36
The Graduate School of Business Administration	9	Application Procedure	37
The Council on the Graduate School of Business:		Tuition and Financial Aid	38
2001–2002 Membership	10	Residence and Registration Requirements	38
PROGRAMS OF EDUCATION	14	Standards of Performance	38
The Chicago Approach to Business Education	14	Relationship to the M.B.A. Program	38
The M.B.A. Program	15	Joint Ph.D. and J.D. Degrees	39
The Campus M.B.A. Program	15	Doctors of Philosophy	40
The Evening M.B.A. Program	16	Fields of Study	51
The Weekend M.B.A. Program	16	Accounting	51
The Flexible Curriculum	16	Communications	52
<i>Course Options 18; Degree Requirements 19</i>		Econometrics and Statistics	53
Program Information	19	Economics	54
<i>Course Marks and Credits 19; Dean's List 20; Requirements</i>		Entrepreneurship and E-ventures	55
<i>for Degree with Honors 20; Grade Requirements 20;</i>		Financial Management	56
<i>Probation and Withdrawal 21; Transfer Credits 21;</i>		General Management	58
<i>Student-at-Large Status 21; Use of Personal Computers 21</i>		<i>Managerial and Organizational Behavior 59; Organizations and</i>	
The International M.B.A. Program	22	<i>Markets 60; Strategic Management 61</i>	
Degree Requirements	22	Human Resource Management	62
I.M.B.A. Program of Study	23	International Business	63
The Executive M.B.A. Program	25	Management Science and Information Systems	64
The Executive M.B.A. Program North America	25	Marketing Management	64
The Executive M.B.A. Program Europe	25	Operations Management	66
The Executive M.B.A. Program Asia	26	Course Descriptions	67
International Programs	26	THE GRADUATE SCHOOL OF BUSINESS FACULTY	92
The International M.B.A. Program	26	CENTERS, PROGRAMS, AND INSTITUTES	101
International Joint M.B.A./A.M. Programs	26	The Center for Decision Research	101
International Business Concentration	27	The Center for Population Economics	101
International Business Exchange Program (I.B.E.P.)	27	The Center for Research in Security Prices (CRSP)	101
Culture/Society Courses	29	Entrepreneurship and Program	102
International Research Grants	29	The George J. Stigler Center for the Study of the Economy and the State	103
M.B.A. Enterprise Corps	30	The James M. Kilts Center for Marketing	103
International Activities	30	The Institute of Professional Accounting	103
Special Programs	30	The Statistics Research Center	104
Joint Degree Programs	30	The Argonne National Laboratory/University of Chicago Development	
<i>Curriculum and Residency Requirements 30; Application</i>		Corporation (ARCH)	104
<i>Procedures 32; Financial Aid 32; Notification Procedures 32</i>		RESEARCH FACILITIES	105
		Computing Services	105
		Student Computing at the Graduate School of Business	105
		<i>E-mail, Personal Computers, and Network Access 106</i>	
		The University of Chicago Library System	106

Joseph Regenstein Library	106	Medical Care	130
<i>Business and Economics Resource Center</i>		Student Health Fee	130
Related Fields of Study	107	Health Insurance	130
The Divisions	107	Immunization Requirements	131
The Professional Schools	108	University Policies	131
INFORMATION FOR APPLICANTS	110	Statement of Non-Discrimination	131
Admission	110	Assistance for Students with Disabilities	132
Application Procedure	110	Learning Disabilities	132
<i>Time of Entry 110; Criteria for Admission 111;</i>		Domestic Partnership	132
<i>Letters of Recommendation 111 Graduate Management Admission</i>		Campus Security and Drug and Alcohol Policy	133
<i>Test (GMAT) 111; Interviews 112; Foreign Language Assessment 112;</i>		Disclosure Statement	133
<i>Test of English as a Foreign Language (TOEFL) 112; Deferrals 113</i>		Career Services and Recruiting	135
Tuition and Expenses	113	Recruiting at Chicago GSB	135
Normal Fees	113	M.B.A. Career Services	135
Fees for Special Circumstances	113	Graduate Business Council	136
Refunds	114	Professional Interest Groups	136
Cost of Attendance	114	Social Events	140
Financial Aid	115	Sports	141
Scholarships	115	The City of Chicago	142
<i>The Minority Student Fellowship Program 115</i>		DIRECTORY OF OFFICES	144
Student Loans	116	UNIVERSITY CALENDAR 2001-2003	145
<i>Federal Loan Programs 116</i>		MAP	146
Eligibility Requirements for Federal Financial Aid	117		
Application Process	117		
International Students	117		
Emergency Loans	118		
Outside Ph.D. Fellowships	119		
Scholarship Donors	120		
Honors and Prizes	123		
Employment Opportunities	124		
Employment for Students	124		
Employment for Spouses of Students	124		
International Students and Spouses	125		
STUDENT LIFE	126		
Student Housing	126		
The New Graduate Residence Hall	126		
International House	127		
<i>Programs and Residential Life 127; Residential Fellowships 127;</i>			
<i>Accommodations 127</i>			
Neighborhood Student Apartments	128		
Private Housing	128		
The Campus Bus Service	129		
Daytime Bus Schedule	129		
Evening Bus Schedule	129		
Tickets and Information	130		

THE UNIVERSITY AND THE SCHOOL

THE UNIVERSITY OF CHICAGO

When the University of Chicago was still in the blueprint stage a century ago, a prominent eastern educator wrote that placing a major institution of learning in Chicago was “the next thing to putting it in the Fiji Islands.”

It took courage to put a university in the Midwest, but William Rainey Harper, the university’s first president, and John D. Rockefeller, its founder, wanted a university that defied tradition. They wanted a university that would be a force from the day it opened, a university that would revolutionize higher education in this country.

Harper instituted the four-quarter system, laid the groundwork for the junior college system, and established the first university extension program in the United States. He demanded equality of opportunity for women in the student body and on the faculty, at a time when women professors were almost unknown. And he announced that his institution would be primarily devoted to graduate studies.

Harper died in 1906, but he had charted the course the university would continue to follow. Rockefeller was to say, “It’s the best investment I ever made.”

Since its founding, Chicago has offered distinguished graduate education. Today, of approximately 10,000 students, about 6,600 are in graduate programs in the four graduate divisions and six professional schools. The faculty numbers about 1,200. Seventy-three Nobel Prize winners have been associated with Chicago as students, teachers, or researchers, including four on the present faculty. Of those four, Robert Fogel is a member of the Graduate School of Business faculty. The university’s twelfth president is Don Michael Randel.

Chicago’s small size and emphasis on graduate studies have encouraged unusual interaction among disciplines. While traditional departments exist at Chicago, almost all academic programs embrace specialists from different disciplines. Some members of the Graduate School of Business faculty hold appointments in other departments or schools. Close relationships among the many divisions and professional schools exist throughout the university, and students are encouraged to take courses and to pursue research in areas outside the Graduate School of Business.

There are more than 175 buildings located on the 172-acre campus. The main campus, north of the tree-lined Midway Plaisance, retains the quadrangular concept set by architect Henry I. Cobbs in 1890. Tree-shaded quadrangles are defined by gray limestone buildings displaying gargoyles, ivy, and spires characteristic of collegiate Gothic. South of the Midway, Eero Saarinen’s Law School and Ludwig Mies van der Rohe’s School of Social Service Administration add distinguished contemporary design to the campus. The university’s buildings also include Frank Lloyd Wright’s Robie House, a national historic landmark, as well as a science quadrangle. Works by major sculptors dot the campus, perhaps the most famous being Henry Moore’s “Nuclear Energy,” commemorating the spot where in 1942 Chicago scientists achieved the first self-sustaining nuclear chain reaction.

The Joseph Regenstein Library, which opened in 1970, is the home of the university’s extensive business and economics collection, along with those of other disciplines. It is an unparalleled research facility, designed to facilitate interdisciplinary as well as traditional research, to provide efficient access to the collections, and to offer attractive and comfortable study areas. A massive fortress-like structure, Regenstein is one of the largest academic library buildings in the country. It is both the symbolic and practical center of the university’s life.

Students visiting the university for the first time are delighted by the campus and by the charm of Hyde Park, the lakefront community in which it is located. Hyde Park is a residential community with a long tradition of independent thinking and social action. Beginning in the 1950s, a renewal effort of historic proportions, achieved through the cooperation of the university, the South East Chicago Commission, and federal agencies, has produced a stable, integrated community. The Hyde Park-Kenwood District was placed on the register of national historic places in 1979.

Apart from the intellectual and cultural stimulation provided by the university, Hyde Park has a rich, homegrown cultural life, complemented by its natural surroundings with park lands to the west and southeast and throughout the neighborhood. Art galleries, museums, sports, theaters, and the oldest juried art fair in the country contribute to the pleasures of life.

Three large shopping centers serve the community, including the largest cooperative market in the city and Harper Court, an eclectic blend of artisan shops and small businesses. In addition, numerous shops exist where you can pick up barbecued ribs, live lobsters, rare cheeses, organic vegetables, or the ingredients for an Asian dinner. Restaurants range from adequate to very good and include several pizzerias serving some of the best Chicago deep-dish and stuffed pizza. In the city’s best secondhand bookshops (Powell’s and O’Gara’s), you’ll find the book you want, unless O’Gara’s gray Persian cat happens to be napping on it.

THE GRADUATE SCHOOL OF BUSINESS

Founded in 1898, the Graduate School of Business is the second-oldest business school in the United States and one of the most distinguished. It was the first business school to have a Nobel laureate on its faculty (George Stigler, 1982), and additional faculty members have received Nobels since (Merton Miller, 1990; Ronald Coase, 1991; Robert Fogel, 1993; Myron Scholes, 1997). Chicago was the first business school to create an executive M.B.A. program, in 1943.

The school’s programs consistently rank highly in surveys, and the school has a strong reputation for innovation in both research and teaching. For example, Graduate School of Business faculty have made significant contributions in the areas of finance, the economics of regulation, and decision making. The school was the first to establish a significant set of courses in quality management and developed an innovative program in leadership called Leadership Effectiveness and Development (LEAD). Chicago has been at the forefront of bringing a discipline-based approach to the study of business, and its methods have been widely copied by other schools.

Four buildings comprise the Hyde Park campus of the Graduate School of Business. There are three connected buildings on the main quadrangles: Rosenwald Hall, Stuart Hall, and Walker Museum (see the campus map at the end of this book).

Rosenwald Hall contains the deans' offices and many faculty offices. Stuart Hall serves as the main classroom building and also contains a lounge and snack shop. Walker Museum, an 1893 building designed by the university's first architect, is a thoroughly renovated and modernized building containing the Computing Services facilities as well as faculty offices, the Office of Student Affairs, and other offices. The school's fourth building in Hyde Park is the Edelstone Center, just south of the main campus, housing the Office of Admissions and Financial Aid, M.B.A. Career Services, and alumni development offices. Student group offices also are located in this building.

The school has three additional buildings. Built in 1994, Gleacher Center, off Michigan Avenue in downtown Chicago, provides state-of-the-art executive education and conference facilities and is home to the school's evening M.B.A., weekend M.B.A., and executive M.B.A. programs. In Barcelona, a renovated building in the central city is headquarters for the school's Executive M.B.A. Program Europe. In Singapore, the House of Tan Yeok Nee, a renovated historic building in the center of Singapore's business and government district, is the location for the Executive M.B.A. Program Asia.



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THE COUNCIL ON THE GRADUATE SCHOOL OF BUSINESS:

2001–2002 MEMBERSHIP

The business executives listed below, actively interested in the school and its objectives, form the Council on the Graduate School of Business. These individuals advise the school in its efforts to anticipate and serve the changing needs of business throughout the world.

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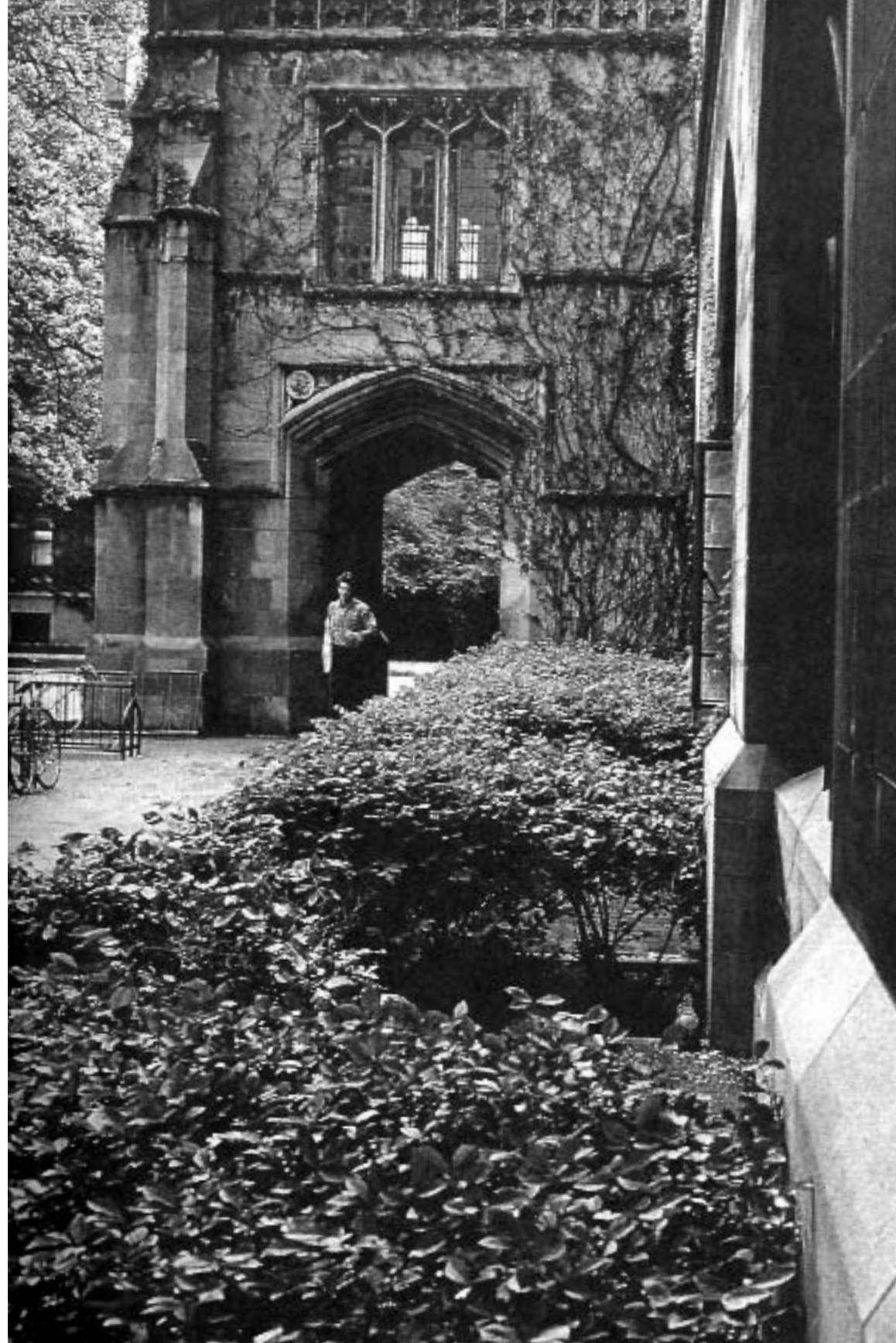
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**Lifetime Member*



PROGRAMS *of* EDUCATION

THE CHICAGO APPROACH TO BUSINESS EDUCATION

The University of Chicago Graduate School of Business, established in 1898, offers the master of business administration, international master of business administration, and doctor of philosophy degrees. Full-time enrollment includes approximately 115 Ph.D. students and approximately 1,200 M.B.A. and I.M.B.A. candidates. Part-time enrollment includes approximately 1,800 students in the evening, executive, and weekend M.B.A. programs.

In general, the school's philosophy is in accord with that expressed by Alfred North Whitehead in *The Aims of Education and Other Essays*:

Whatever be the detail with which you cram your student, the chance of his meeting in after-life exactly that detail is almost infinitesimal; and if he does meet it, he will probably have forgotten what you taught him about it. The really useful training yields a comprehension of a few general principles with a thorough grounding in the way they apply to a variety of concrete details. In subsequent practice the [students] will have forgotten your particular details; but they will remember by an unconscious common sense how to apply principles to immediate circumstances.

Essentially, the Chicago philosophy holds that it is wasteful and inefficient for a university to try to provide a pale substitute for business experience. What the university can do well is develop the student's critical, analytical, problem-solving, and decision-making capabilities; it equips the student with the basic knowledge and analytical tools to cope most effectively with the situations that lie ahead in our constantly changing business environment.

The Chicago approach throughout the years has been to teach primarily the disciplines that underlie business operations and their applications in business management and to conduct basic research that will contribute to the solution of existing business problems and new ones as yet unknown. The student at Chicago GSB learns both the current skills of the business world and skills for the future.

The school recognizes that superior education for business and research on business problems require the joint efforts of such scholars as economists, statisticians, behavioral scientists, mathematicians, lawyers, and accountants, as well as specialists in the operational areas of business. The faculty of the Graduate School of Business is drawn from a variety of disciplines, and the school's close ties with the rest of the university enable it to integrate work in the school with work in other departments.

Students in the school have access to the resources of the entire university. These include the professional schools (Divinity School, Irving B. Harris Graduate School of Public Policy Studies, Law School, Pritzker School of Medicine, and School of Social Service Administration) as well as the graduate divisions (Biological Sciences, Humanities, Physical Sciences, and Social Sciences) and the College.

THE M.B.A. PROGRAM

THE CAMPUS M.B.A. PROGRAM

The M.B.A. curriculum is designed to prepare students for significant careers in management. It encompasses both the basic disciplines that underlie management and the operational areas specific to business. The courses are designed to provide understanding of the components of managerial decision making while furnishing perspective on the role of business as an economic, political, and social institution.

The M.B.A. experience is not restricted to the classroom at Chicago GSB. Although the Graduate School of Business is not a case-study institution, a substantial percentage of the total course work, depending on the student's choice of classes, will consist of various kinds of cases and applied analyses. Because of the school's location in one of the world's major commercial centers, students meet business, economic, labor, and political leaders at the numerous lecture and seminar series held on campus and through alumni and friends in Chicago GSB's business community.

Freedom of choice is a way of life at the Graduate School of Business. Professors are free to use the teaching method they believe to be most effective; students are free to choose the courses and professors from whom they can best learn. In addition, students are encouraged to make use of the resources of the entire university, to take advantage of the critical and intellectual diversity that thrives on the campus. The Chicago M.B.A. is characterized by a willingness to experiment, to judge people by their performances rather than their origins, to judge ideas by their consequences rather than their antecedents.

The program leading to the degree of master of business administration is offered during the day to students on the quadrangles of the university (the campus program) and during the evening and on the weekend to part-time students at the Graduate School of Business Gleacher Center, 450 North Cityfront Plaza Drive, along the north bank of the Chicago River between Michigan Avenue and Columbus Drive.

Students may transfer between the campus and part-time programs subject to specific guidelines. Students who initially enter the campus program sometimes change to part-time status because of financial considerations or immediate career opportunities; part-time students often choose to accelerate their studies by becoming campus students. This flexibility, combined with the school's four-quarter, year-round class schedule, offers students many alternatives in planning their studies.

The GSB's innovative Leadership Effectiveness and Development (LEAD) program provides a common educational experience within a curriculum that has always offered exceptional flexibility. This required, noncredit course for campus students strengthens general management skills through a cohort experience and experiential learning. Course content is driven largely by students drawing on the expertise of consultants, professional organizations, and faculty members to develop interactive workshops in areas of diversity, self-awareness, communication and presentation skills, and ethical decision making. Class activities in autumn quarter revolve around student cohorts that build a sense of community, instill the value of teamwork, and acquaint students with the school.

THE EVENING M.B.A. PROGRAM

The University of Chicago pioneered the concept of part-time M.B.A. study for men and women employed in management and the professions. Even though the school's evening M.B.A. program is more than fifty years old, it is still unique in the field of management education because it is identical in every important way to the full-time program. Entrance requirements and degree requirements are the same for both programs, and teaching is by the same faculty.

While the academic aspects of the campus and part-time programs are the same, their logistics are quite different. Evening M.B.A. classes meet in the evenings and on Saturdays, as well as on some afternoons, in the school's convenient downtown location at the Graduate School of Business Gleacher Center, 450 North Cityfront Plaza Drive, along the north bank of the Chicago River between Michigan Avenue and Columbus Drive. Approximately 1,100 students, representing more than four hundred employers, are currently engaged in part-time study in the program. Many of the students come from Chicago-area banks and financial institutions; heavy industry, consulting, advertising, and the entrepreneurial and nonprofit sectors are also well represented. Job titles of current students range from new management trainees to senior executive officers. Many students receive full or partial tuition reimbursement from their employers.

The average age of applicants to the evening M.B.A. program is thirty. About 30 percent of the applicants already have completed graduate study in some other field. Classes are available in all four academic quarters, with students completing one or two courses per quarter. The program can be completed in two and one-half years, although the average graduation time is approximately three-and-one-half years. All M.B.A. candidates are allowed a maximum of five years to complete the degree program.

THE WEEKEND M.B.A. PROGRAM

Many managers often find it convenient to take their classes on Saturdays due to travel schedules or the location of their offices far from Chicago. To meet the needs of individuals and their companies, the Graduate School of Business has opened an additional avenue of continuing education in its weekend M.B.A. program; students may take courses on Saturday mornings, Saturday afternoons, or weeknights at the convenient downtown Gleacher Center and thereby complete the M.B.A. program in as little as two-and-one-half years. Some students fly in from as far away as California, Florida, New York, and Texas for weekly classes. The weekend M.B.A. program follows in the Chicago tradition of offering all M.B.A. candidates the same academic program, the same faculty, and the same degree as the campus and evening M.B.A. programs.

Weekend M.B.A. students begin the program with a live-in weekend orientation. Classes meet in Gleacher Center in downtown Chicago at 450 North Cityfront Plaza Drive, between the Equitable building and NBC Tower.

THE FLEXIBLE CURRICULUM

One of the most important aspects of the M.B.A. program at Chicago GSB is flexibility. The school operates on the premise that students will want to build on their previous education while avoiding wasteful repetition.

Students are not required to repeat work they have mastered elsewhere. The Office of Student Affairs and the Evening and Weekend M.B.A. Program Offices are

prepared to consult with students to help them design a program that makes the best use of their time at the GSB.

Because each incoming class represents a wide variety of undergraduate majors, the individual student benefits from a curriculum wide-ranging enough to satisfy any interest. Each candidate for the M.B.A. degree must successfully complete twenty courses (plus the LEAD program for campus students), meet certain grade requirements, and fulfill the distribution requirements of the program. Within the four major components listed below, there is only one specifically required course: LEAD. All other courses have approved substitutes.

The curriculum has four major components:

1. Foundations courses are the basis of the GSB curriculum. The three required foundations courses—Financial Accounting (Business 30000), Microeconomics (Business 33001), and Statistics (Business 41000)—play a substantive role in supporting the rest of the curriculum and develop material that is vital to a management education.

The required foundations courses are a “minimum set” of courses that are prerequisite for a business education. Students are encouraged to complete the foundations requirement by the end of their second quarter in the program.

There are no waivers for required foundations courses. However, for Financial Accounting, Microeconomics, and Statistics there is a list of approved substitute courses. Substituting any course not listed as an approved substitute in the subject area requires faculty permission via a substitution petition, which should be submitted prior to registration.
2. Breadth courses provide the student with knowledge about the functional activities of business management and the environment in which firms operate. Students must take one course from at least four of the following six areas: finance, human resources management, macroeconomics, managerial accounting, marketing, and operations.

There are no waivers for required breadth courses. There are approved substitutes for all breadth courses. Substituting any course not listed as an approved substitute in the subject area requires faculty permission via a substitution petition, which should be submitted prior to registration.
3. General Management courses (Business 38001, 38002, 38003, 39001, 39002, 42001, and 42002) focus on the concepts and techniques needed to manage effectively in organizations. Courses typically take the perspective of upper management, such as the head of an organization, a business unit, or a division. Courses are analytical, but students are regularly required to confront questions of application and implementation in realistic settings. Students must take two courses, one from each of two groups. There are no waivers for the general management requirement.
4. Elective courses allow students to pursue special interests in greater depth and may be chosen from any of the course offerings of the Graduate School of Business or other schools and divisions of the university. Students are advised to check the

university time schedules each quarter for appropriate courses in such areas as behavioral sciences, divinity, East Asian studies, economics, international studies, Latin American studies, law, medicine, Middle Eastern studies, political science, public policy studies, social service administration, sociology, South Asian studies, statistics, and urban studies.

A student may choose electives from any credit offering of the Graduate School of Business or the university at large, subject to the restriction that, in order to graduate, the student must have completed twenty courses (plus the LEAD program for campus students), fourteen of which must be selected from the Graduate School of Business curriculum, and have satisfied the foundations, breadth, and general management course requirements.

Typically, campus M.B.A. students not in a joint-degree program register for four business courses in three of their six quarters and three courses in the others to enable them to complete the required twenty-one courses by the end of six quarters in residence. A student capable of accelerating this schedule may complete the program in five quarters, but the course of study is rigorous and an accelerated program is not generally recommended.

An evening M.B.A. or weekend M.B.A. student may take from two-and-one-half to five years to complete the degree; the average time of completion is just under four years. In general, no student is allowed more than five years to complete the requirements of the M.B.A. degree.

Course Options

Following are basic subject-area requirements for the M.B.A. degree. An approved course may be substituted when an introductory course is not appropriate. The program consists of twenty courses (plus the LEAD program for campus students), nine of which satisfy the required areas.

Number of Courses

	Basic Courses*	Approved Substitutes†
3 FOUNDATIONS		
Financial Accounting	30000‡	B30016, 30017, 30118, 30119, 30130
Microeconomics	33001	B33001, 33901; or Econ 30000, 30100, 30200
Statistics	41000	any other statistics or econometrics course
4 BREADTH		
One course from each of four areas selected from the following:		
Financial Management	35000	B35200, 35901, 35902

Human Resource Management	33031 or 33032	B33301, 33302
Macroeconomics	33040	B33401, 33402, 33502; or Econ 33000, 33100, 33200
Managerial Accounting	30001	B30115
Marketing Management	37000	B37102, 37103
Operations Management	40000	B40101, 40103

2 GENERAL MANAGEMENT

Group A 39001, 42001, 42002

Group B 38001, 38002, 38003, 39002

11 ELECTIVES

1 LEAD (required for campus students)

21

* Basic courses are suggested for students with little or no background.

† Approved substitutes may be taken to satisfy requirements without faculty approval. Other courses require faculty approval on a substitution form.

‡ Provisional grades are not given in B30000, so it may not be taken in a student's graduating quarter.

Degree Requirements

To earn an M.B.A., candidates complete twenty courses, at least fourteen of which must be Graduate School of Business courses (plus the noncredit LEAD program for campus students, for which no tuition is charged). While only LEAD (for campus students) is a specifically required course, the distribution requirements of the program must be met. Students are required to maintain a C average, and coursework should be completed within five years.

Candidates for a degree must file an application no later than the last day of the quarter prior to the quarter in which they wish to receive their degree. An application for a degree is valid only for the quarter for which it is filed.

PROGRAM INFORMATION

(All campus, evening, and weekend M.B.A. program students are expected to abide by the information outlined in the *GSB Student Handbook: Regulations, Policies, and Procedures*. Each student is provided a hard copy of this handbook and it is available online at www.gsb.uchicago.edu/policy/policies.shtml.)

Course Marks and Credits

The following course marks are used: A, B, C, D, Pass, F, I, R, and W. The marks A, B, C, D, and Pass are passing marks used for students who desire course credit.

The mark F (Fail) indicates unsatisfactory work. The mark I (Incomplete) indicates that the student, for reasons acceptable to the instructor, has not submitted all the evidence required for a passing mark but has made arrangements to complete the work by a specific date and has filed a form with the Office of Student Affairs or the Evening and Weekend M.B.A. Office detailing these arrangements. Grades of I not replaced by final grades by the date agreed upon may be automatically converted to F. A grade of I does not authorize a student to retake a course at no cost.

The mark R (Registered) is available to students under strictly defined conditions. An R indicates that no credit has been earned and that the student has submitted no evidence for the grading of coursework. Although no degree credit will be granted for such a course, registration credit will be given, and full tuition must be paid.

The mark W (Withdrawal) is given to students who withdraw from a class after the fifth week of the quarter.

Two elective courses may be taken for Pass/Fail grading. Certain courses may not be eligible for Pass/Fail grading. Students should refer to the individual course descriptions found in the Curriculum Guide and the quarterly supplement memo for specific exceptions. Students must declare their intention to take a course Pass/Fail by the end of the fourth week of the quarter. No such course may be used to satisfy either the distribution requirements or the requirements of a field of concentration if chosen. Students who register for a Pass/Fail course may not be considered for the Dean's List in that quarter. The grade of Pass has no bearing in any calculation of grade average. Participants in the International Business Exchange Program and joint degree programs are not eligible for Pass/Fail grading.

Dean's List

Full-time students who achieve superior academic records in three business courses during a quarter (no grade below B and at least as many A's as B's) will be named to the Dean's List for that quarter. If a student is registered in the GSB, non-GSB courses will be included when calculating the G.P.A. for the Dean's list. Students may receive a Pass grade in a non-GSB course and still be eligible for the Dean's List only under the following circumstance: at least four courses taken for letter grades must be taken in the GSB. Part-time students can be named to the Dean's List after they complete at least three business courses and after every subsequent group of at least three business courses.

Requirements for Degree with Honors

High Honors are conferred on the top 5 percent and Honors on the next 15 percent of the graduating class. These designations are based upon a student's accumulated grade point average in all courses completed through the second week of the quarter of graduation.

Grade Requirements

To qualify for the M.B.A. degree, a student must have an overall average of not less than C. If a student takes more than the required minimum number of courses, the grade average will be calculated from the highest grades received, providing they are in courses that satisfy the distribution requirements of the curriculum. M.B.A. candidates may not take a given course for credit more than twice in order to meet grade requirements.

Probation and Withdrawal

Students encountering academic difficulties at any time are encouraged to speak with one of the directors of the Office of Student Affairs or of the evening M.B.A. and weekend M.B.A. programs. A student is placed on probation when his or her cumulative grade point average or the average of the three most recent courses is less than C (2.0). Joint degree students are evaluated according to these rules only in quarters of residence in the GSB.

Category 1. If the cumulative grade point average is less than C (the cumulative average is the average of all courses completed; if a course has been repeated, the higher grade will be included in the average), the terms of the probation will require that the student earn a grade average of at least C in three courses* following the probation ruling.

Category 2. In cases where the cumulative average is C or better but the three most recent courses average less than C, the terms of probation require that the students earn at least a C average in the three courses* that follow the probation ruling.

A student on probation may not receive a mark of R or an Incomplete, register for Business 31301, register for more than three courses, or register for Pass/Fail grading.

A student who fails to meet the terms of probation will be required to withdraw from the school.

Transfer Credits

Credits earned at other institutions cannot be transferred to meet the degree requirements for the M.B.A. However, students are not required to repeat work done elsewhere, and such work always is considered in helping students design their programs.

Certain credits earned at the Graduate School of Business prior to matriculation in the campus or part-time M.B.A. program may, under strictly defined conditions, be counted toward the M.B.A. degree. These guidelines may be obtained from the Office of Student Affairs. Students must petition the director of student affairs or the associate dean for the evening M.B.A. and weekend M.B.A. programs for such credits no later than the first quarter in residence at the Graduate School of Business. A maximum of three courses may be transferred, and a tuition differential may be applied.

Student-at-Large Status

The University of Chicago Graduate Student-at-Large Program is a part-time, full-credit, nondegree program that serves a variety of students. Credits earned as a student-at-large may be counted toward the M.B.A. degree, subject to the guidelines mentioned above. Students should contact the Graham School of General Studies at 773.702.0539 for more information.

Use of Personal Computers

Matriculants should plan to purchase a personal computer, a modem, and a standard package of quantitative software. With proof of enrollment or intent to matriculate, students can purchase equipment and software through the University of Chicago

* Additional courses will be included only when they fall in the same quarter as the third course.

Campus Computer Stores at an educational discount. Some students will already possess appropriate equipment. A limited number of PC units also will be available for use in the student user rooms in Computing Services. Information on hardware and software standards will be sent to applicants. Students should expect to use personal computers in many of their courses and to register for classes. Students are encouraged to become familiar with computers before matriculating.

THE INTERNATIONAL M.B.A. PROGRAM

The University of Chicago Graduate School of Business also offers an international M.B.A. degree, or I.M.B.A. This program gives students both in-depth training in business fundamentals and a thorough grounding in foreign language and culture—the strong foundation a career in international business demands.

The core of the I.M.B.A. program draws on the traditional strengths of the school's other M.B.A. programs. Students enjoy great flexibility in course selection, few absolute course requirements, and access to the best business faculty in the world. They grasp the fundamentals of business and develop the skills necessary to apply those fundamentals in real-world situations.

In addition, I.M.B.A. students develop a broad set of intercultural skills necessary for successful careers in international business. They master a foreign language, spend time abroad, and study the culture and society of an unfamiliar region. International education is delivered by GSB faculty, world-renowned scholars from other units of the university (such as East Asian studies or international relations), and faculty from institutions around the globe.

DEGREE REQUIREMENTS

To earn an I.M.B.A., students must complete twenty to twenty-three University of Chicago courses, at least fourteen of which must be Graduate School of Business courses, plus the noncredit LEAD program, for which no tuition is charged. Distribution requirements also must be met. Students are required to maintain a C average. I.M.B.A. students should review "The M.B.A. Program—Program Information" for general information.

Key features and requirements of the I.M.B.A. program include the following:

- **Traditional Business Courses:** I.M.B.A. students complete twenty M.B.A. courses, plus Leadership Effectiveness and Development (LEAD), at the University of Chicago. I.M.B.A. students must also satisfy the foundation, breadth, and general management requirements described above for the M.B.A. students.
- **Courses in International Business:** Within the twenty University of Chicago courses, I.M.B.A. students complete four courses in the Graduate School of Business that focus on the specific issues facing firms in a global market, such as international accounting, international marketing, and international financial policy.
- **Language Requirement:** All students graduating from the I.M.B.A. program must demonstrate mastery of at least one foreign language. Noncredit language courses focusing on business usage are offered within the I.M.B.A. program, but they presume at least moderate language skill. Introductory and intermediate-level courses are available through other departments of the university and outside

organizations. I.M.B.A. students are presumed to enter the program with at least some language proficiency.

- **Work or Study Abroad:** I.M.B.A. students also must spend at least one quarter studying or working abroad. Those students who study abroad may study either business or the culture, society, and history of the host country. Advance approval of both the exchange school and the curriculum is required. As an alternative, students may choose to gain firsthand experience conducting business in another country by spending at least three months working abroad.
- **I.M.B.A. Global Issues Seminar:** All I.M.B.A. students participate in this introductory series of weekly lectures, workshops, and case studies. The series concludes at the end of the first summer quarter with a nine-day field seminar in a location outside the United States. In addition to classroom instruction, the seminar will include visits to local businesses and meetings with alumni and other regional business leaders.

Given the additional requirements of the program, the I.M.B.A. takes longer to complete than the traditional M.B.A. program. Most students should expect to complete the program in twenty-four months instead of the twenty-one months usually required for the M.B.A. program.

Applications to the I.M.B.A. program, which begins in summer quarter only, are due January 18. To obtain an I.M.B.A. application, contact the Office of Admissions and Financial Aid, The University of Chicago Graduate School of Business, 6030 South Ellis, Chicago, Illinois 60637, phone 773.702.4499.

I.M.B.A. PROGRAM OF STUDY

Below are basic subject-area requirements for the I.M.B.A. degree. An approved course may be substituted when an introductory course is not appropriate. The program consists of twenty to twenty-three courses (plus the LEAD program and the Global Issues Seminar). At least three courses must be taken at an approved foreign institution.

Number of
Courses

		Basic Courses*	Approved Substitutes†
3	FOUNDATIONS		
	Financial Accounting	30000‡	B30016, 30017, 30118, 30119, 30130
	Microeconomics	33001	B33001, 33901; or Econ 30000, 30100, 30200
	Statistics	41000	any other statistics or econo- metrics course
4	BREADTH		
	One course from each of four areas selected from the following:		
	Financial Management	35000	B35200, 35901, 35902

Human Resource Management	33031 or 33032	B33301, 33302
Macroeconomics	33040	B33401, 33402, 33502; or Econ 33000, 33100, 33200
Managerial Accounting	30001	B30115
Marketing Management	37000	B37102, 37103
Operations Management	40000	B40101, 40103

2 GENERAL MANAGEMENT

Group A	39001, 42001, 42002
Group B	38001, 38002, 38003, 39002

4 INTERNATIONAL BUSINESS

I.M.B.A. Capstone Course	B31204
Plus three additional courses from the following: (one of which must be 33501 or 33502)	B30119, 33302, 33501, 33502, 33503, 33504, 33510, 33511, 33520, 37304, 40105

7-10 ELECTIVES

Students may choose from a wide variety of elective courses at the business school or throughout the university.

1 LEAD (required for campus students)

1 INTERNATIONAL INTERNSHIP or STUDY ABROAD

GLOBAL ISSUES SEMINAR

* Basic courses are suggested for students with little or no background.

† Approved substitutes may be taken to satisfy requirements without faculty approval. Other courses require faculty approval on a substitution form.

‡ Provisional grades are not given in B30000, so it may not be taken in a student's graduating quarter.

THE EXECUTIVE M.B.A. PROGRAM

THE EXECUTIVE M.B.A. PROGRAM NORTH AMERICA

The Executive M.B.A. Program North America is a part-time M.B.A. program for mature executives. It is designed to prepare experienced executives to be more effective general managers.

Each year, a group of about eighty students is admitted to this intensive twenty-month program of study. The curriculum emphasizes the value of learning in groups and sharing experiences; thus, all classes are taken together as a group. In addition, each member of the class is assigned to a study group of about five members, and this group meets outside of class to complete assignments, review class material, and prepare in general for the upcoming class. Each study group, by design, includes members who have a variety of professional and educational experiences.

Although the format is different, the Executive M.B.A. Program, like all Chicago GSB M.B.A. programs, is based on the Chicago approach to business education. This approach emphasizes developing an understanding of the fundamental forces in the economy, in organizations, and in individuals; using this understanding to analyze and produce creative, imaginative solutions to real-world problems; and staffing courses with regular full-time members of the faculty.

After two residential sessions in July and August, classes are conducted on concurrent Fridays and Saturdays every other week at Gleacher Center in downtown Chicago. Midway through the program, students join their counterparts from the European and Asian campuses for four weeks of intensive study—two weeks in Chicago, one week in Barcelona, and one week in Singapore.

Admission to the program is on the basis of individual application and an interview. For further information about the program, write the director of the Executive M.B.A. Program North America, The University of Chicago Graduate School of Business, 450 North Cityfront Plaza Drive, Chicago, Illinois 60611, phone 312.464.8750, e-mail xp@gsb.uchicago.edu.

THE EXECUTIVE M.B.A. PROGRAM EUROPE

The part-time Executive M.B.A. Program Europe, like the Chicago-based executive M.B.A. program, targets middle- and upper-level executives with ten or more years of business experience. Taught exclusively by Graduate School of Business faculty members, the curriculum is the same as that of the Chicago-based executive M.B.A. program but with a strong international emphasis. The group-study method is used.

The twenty-month program allows the approximately eighty international executives admitted each year to continue working full-time while pursuing their studies, completing sixteen one-week modules. Midway through the program, students join their counterparts from the North American and Asian campuses for four weeks of intensive study—two weeks in Chicago, one week in Barcelona, and one week in Singapore.

Admission to the program is on the basis of individual application and an interview. For further information about the program, write to the director of the Executive M.B.A. Program Europe, The University of Chicago Graduate School of Business, Aragó 271, Barcelona, Spain 08007, phone 011.34.93.505.2150, e-mail barcelona.inquiries@gsb.uchicago.edu.

THE EXECUTIVE M.B.A. PROGRAM ASIA

The part-time Executive M.B.A. Program Asia, like the Chicago-based executive M.B.A. program, targets middle- and upper-level executives with ten or more years of business experience. Taught exclusively by Graduate School of Business faculty members, the curriculum is the same as that of the Chicago-based executive M.B.A. program but with a strong international emphasis. The group-study method is used.

The twenty-month program allows the approximately eighty international executives admitted each year to continue working full-time while pursuing their studies, completing sixteen one-week modules. Midway through the program, students join their counterparts from the North American and European campuses for four weeks of intensive study—two weeks in Chicago, one week in Barcelona, and one week in Singapore.

Admission to the program is on the basis of individual application and an interview. For further information about the program, write to the director of the Executive M.B.A. Program Asia, The University of Chicago Graduate School of Business, 101 Penang Road, Singapore 238466, phone 011.65.835.6482, e-mail singapore.inquiries@gsb.uchicago.edu.

INTERNATIONAL PROGRAMS

Sensitive to the increased prominence of global business issues, the Graduate School of Business offers an exceptional variety of programs to give students the international knowledge and experience they seek. Many of these programs can be incorporated into the school's standard full- and part-time M.B.A. programs. A few of them require extended time or are designed for M.B.A. graduates.

THE INTERNATIONAL M.B.A. PROGRAM

The cornerstone of the Graduate School of Business's international programs is the International M.B.A. program, leading to an I.M.B.A. degree. The I.M.B.A. program begins only in the summer quarter and applications are due the preceding January. A complete description of the program can be found beginning on page 22.

INTERNATIONAL JOINT M.B.A./A.M. PROGRAMS

International Joint M.B.A./A.M. Programs

For those individuals with an equal commitment to acquiring applied business skills and pursuing rigorous academic research, the Graduate School of Business, in conjunction with the University of Chicago Division of the Social Sciences, offers six international joint M.B.A./A.M. programs:

- M.B.A./A.M. in International Relations
- M.B.A./A.M. in East Asian Studies
- M.B.A./A.M. in East European/Russian Studies
- M.B.A./A.M. in Latin American Studies
- M.B.A./A.M. in Middle Eastern Studies
- M.B.A./A.M. in South Asian Studies

Students in these programs anticipate that their personal pursuits or careers will demand both a complete set of international business skills and an intimate knowledge of international issues or another culture. These programs take two-and-one-half to three years to complete, depending on the A.M. discipline, foreign language sequence placement, and length of time necessary to complete a required integrative master's thesis. For more information, see page 30, "Special Programs—Joint Degree Programs."

Admission to these programs requires a separate application process from general M.B.A. admissions, and there is only one application deadline each academic year: January 18. To request an international joint M.B.A./A.M. application, contact the Admissions Office, The University of Chicago Graduate School of Business, 1101 East 58th Street, Chicago, Illinois 60637. Students who enter the regular M.B.A. program may only apply to the international joint M.B.A./A.M. program before January 5 of their first academic year.

INTERNATIONAL BUSINESS CONCENTRATION

Students in the campus, evening, or weekend M.B.A. programs may choose to take a concentration in international business. Students fulfill this requirement by choosing four courses from the list of international business courses approved for a concentration, outlined in "Fields of Study—International Business" (page 63). Students may petition to substitute courses taken as a participant in the International Business Exchange Program (I.B.E.P.), but study or work abroad is neither required to receive a concentration in international business nor guarantees this concentration.

INTERNATIONAL BUSINESS EXCHANGE PROGRAM (I.B.E.P.)

Through I.B.E.P., Graduate School of Business students have the opportunity to gain firsthand knowledge of the business environment, culture, and people of the world's most important regions through study at one of twenty-nine international business schools in twenty countries worldwide. The length of study varies from one quarter to a full year, depending on the particular exchange agreement.

Graduate School of Business students may attend the following schools for one term (spanning one to two quarters) and receive credit for three elective courses toward their Chicago M.B.A. They apply to the I.B.E.P. during the winter quarter of their first year to go abroad during their second year.

Australia

Australian Graduate School of Management (AGSM), Sydney, Australia

Austria

Wirtschaftsuniversität Wien

Belgium

Katholieke Universiteit Leuven
 Université Catholique de Louvain

Brazil

Fundacao Getulio Vargas

Chile

Pontificia Universidad Católica de Chile

China and Hong Kong

Hong Kong University of Science and Technology
 University of Hong Kong
 Peking University

France

Ecole Supérieure des Sciences
 Groupe HEC

Germany

Handelshochschule Leipzig

Israel

Tel Aviv University

Italy

Università Commerciale Luigi Bocconi

Japan

Keio University
 Waseda University

Mexico

Instituto Tecnológico Autónomo de México (ITAM)

Netherlands

Erasmus University

Singapore

Nanyang Technological University

South Africa

University of Cape Town
 University of Witwatersrand

South Korea

Yonsei University

Spain

Instituto de Estudios Superiores de la Empresa (IESE)
 Escuela Superior Administracion y Direccion de Empresas (ESADE)

Sweden

Handelshögskolan I Stockholm

Switzerland

University of St. Gallen

United Kingdom

London Business School (LBS)
 London School of Economics & Political Science (LSE)
 London School of Economics (IIM)
 University of Manchester

Students have the unique opportunity of attending the following schools for a full academic year, earning four elective course credits toward their Chicago M.B.A. and receiving a second degree from the host institution. Students can apply to the I.B.E.P. during the winter quarter of their first year or second year to study abroad the following academic year.

Katholieke Universiteit Leuven, Belgium
 London School of Economics (LSE)
 Université Catholique de Louvain, Belgium

For a complete description of each program, including registration, financial aid, and career services information, contact the Office of International Programs, The University of Chicago Graduate School of Business, 1101 East 58th Street, Chicago, Illinois 60637, phone 773.702.4499.

In addition, each year the Graduate School of Business welcomes students from each of the exchange partners listed above. These students study at the school for one to four quarters and enrich the classroom experience with their diverse international backgrounds. Students from these schools interested in participating in the International Business Exchange Program should contact the appropriate offices at their home institutions.

CULTURE/SOCIETY COURSES

Senior faculty from other divisions of the university have developed and delivered courses that address important social and political issues relevant to conducting international business, such as courses in East Central European political history and Russian civilization.

INTERNATIONAL RESEARCH GRANTS

Faculty and students have received funding for international resources and travel that pertains to personal research on such varied topics as corporate financing in Japan, banking reform in Poland, and informal monetary markets in South Asia and the Middle East.

M.B.A. ENTERPRISE CORPS

The Graduate School of Business is a member of the M.B.A. Enterprise Corps consortium, which assists privatization efforts in Eastern and Central Europe, the Baltics, and the former Soviet Union. Second-year, full-time M.B.A. students have the unique opportunity to apply for postgraduate, fifteen-month assignments in the corps.

The M.B.A. Enterprise Corps is not a typical placement. Corps members work for volunteer-level compensation in jobs often located in semi-isolated areas and in vastly different cultural environments. In addition to personal fulfillment, the rewards of such placements are cross-cultural business experience and the opportunity to assume responsibilities normally associated with positions only attained after five to ten years' work in corporate America.

INTERNATIONAL ACTIVITIES

Other international activities regularly take place at the Graduate School of Business, thanks to the more than half-dozen student groups that have an international focus. In addition, the Office of International Programs maintains information on

- International elective courses in other university divisions
- Special international internship programs
- Noncredit summer programs
- International alumni clubs and individuals
- Scholarships for study abroad
- Special international business conferences and events
- Occasional international employment opportunities

For more information about international programs at the school, contact the Office of International Programs, The University of Chicago Graduate School of Business, 1101 East 58th Street, Chicago, Illinois 60637, phone 773.702.4499.

SPECIAL PROGRAMS

JOINT DEGREE PROGRAMS

In cooperation with other schools and centers throughout the university, the Graduate School of Business offers several joint degree programs. Each program integrates important analytical skills and fundamentals of management with the skills and principles of the complementary field.

Curriculum and Residency Requirements

Under the joint programs, a student must satisfy the curriculum requirements for each degree. In general, certain courses are used in partial satisfaction of the requirements for both degrees, permitting the student to complete the joint program in substantially less time than would be required if each degree were pursued separately. The descriptions below outline the minimum requirements.

Area Studies and Business (M.B.A./A.M.)

In this joint program, the student chooses one of five options: East Asian, East European/Russian, Latin American, Middle Eastern, or South Asian studies. Under

each option the student completes twenty-eight courses to earn the two degrees. Candidates must complete fourteen business courses plus the LEAD program and satisfy the nine distribution requirements of the M.B.A. program. Students fulfill their Graduate School of Business residency requirement by registering for all of their courses through the school. In addition, students must fulfill thirteen area- and language-study courses through one of the area centers and complete a master's thesis.

A joint degree student in this program may not receive either one of the degrees before completing the requirements of the other degree. Both degrees must be awarded simultaneously.

International Relations and Business (M.B.A./A.M.)

In this joint program, the student must complete fourteen business courses plus the LEAD program and satisfy the nine distribution requirements of the M.B.A. program. Students fulfill their Graduate School of Business residency requirement by registering for all of their courses through the school. In addition, the student is required to complete nine international relations courses, pass the international relations core examination, pass a university language examination, and satisfactorily complete a master's paper. One of the international relations courses may be a master's paper preparation course.

As with the area studies joint degree program, both degrees must be awarded simultaneously.

Law and Business (M.B.A./J.D.)

A student in this joint degree program must complete fourteen business classes, including the foundations, breadth, and general management requirements, plus the LEAD program and ninety-three hours (approximately thirty-one courses) in the Law School.

In addition, students must complete fourteen courses (excluding LEAD) while in residency at the GSB and be in residence full time for eight quarters in the Law School. Students must enroll in the M.B.A. program prior to starting the third year of Law School.

Medicine and Business (M.B.A./M.D.)

A student in this joint degree program must complete fourteen business classes, including the foundations, breadth, and general management requirements, plus the LEAD program and fourteen academic quarters of full-time registration in the Medical School. In addition, students must complete fourteen courses (excluding LEAD) while in residency at the GSB. The business school requirements must be completed before starting the fourth year of Medical School.

Public Policy Studies and Business (M.B.A./M.P.P.)

A student in this joint degree program must complete fourteen business classes, including the foundations, breadth, and general management requirements, plus the LEAD program and thirteen courses in the Harris School of Public Policy Studies. In addition, students must complete fourteen courses (excluding LEAD) while in residency at the GSB.

Social Service Administration and Business (M.B.A./A.M.)

A student in this joint degree program must complete fourteen business classes, including the foundations, breadth, and general management requirements, plus the LEAD program and thirteen courses in the School of Social Service Administration, including the basic requirements of the A.M. program. In addition, students must complete fourteen courses (excluding LEAD) while in residency at the GSB and be in residence for three quarters in the School of Social Service Administration.

Application Procedures

Candidates for the joint degree programs must meet the entrance requirements and follow the application procedures described in the Announcements of each school. Separate applications to each school must be filed within the prescribed deadlines, and applicants must be admitted to both schools to participate in any of the joint programs. An applicant who is admitted to one school but not the other has the option of entering the school that offered admission to earn a single degree.

Students interested in one of the international joint degree programs (area studies and/or international relations) who have already matriculated in one of the schools must apply to the joint degree programs no later than January 5 of their first year.

Students who have matriculated in one of the other schools and who have not entered the last year of study in that school may seek admission to the joint program, but no advance assurance can be given that such admission will be offered. The joint programs are not open to students who have already earned one of the degrees.

Financial Aid

Financial aid in the joint programs is awarded separately by each school. Applicants for financial aid must follow the procedures described in the *Announcements* of the particular school.

Notification Procedures

Each school makes its own admissions decision and notifies the applicant separately. It is the student's responsibility to notify the schools of plans to enroll in a joint degree program.

A nonrefundable deposit from all admitted students is required by the Graduate School of Business.

For the *Announcements* of the other schools, write to the dean of students of the appropriate school, The University of Chicago, Chicago, Illinois 60637.

GRADUATE PROGRAM IN HEALTH ADMINISTRATION AND POLICY

The Graduate Program in Health Administration and Policy admits students from three professional schools at the University of Chicago. Students may pursue a two-year course of study in the School of Social Service Administration or Harris School of Public Policy Studies leading to an A.M. degree or in the Graduate School of Business resulting in an M.B.A. degree. Certification recognizing successful completion of the program is provided by the university. It is possible for students in the M.B.A./M.D. program and other joint degree programs to obtain this certification. A typical course of study includes nine or ten courses satisfying basic A.M. or M.B.A. requirements,

four specifically health-related courses, and five or six electives, which may include additional health studies. Applications for the program may be obtained from the Graduate Program in Health Administration and Policy, 969 East 60th Street, Chicago, Illinois 60637.

THE PH.D. PROGRAM

The Ph.D. program is a central activity of the Graduate School of Business. The school began its Ph.D. program, the first Ph.D. program in business in the United States, in 1920 and awarded its first Ph.D. degree in 1922. Since then, more than five hundred degrees have been granted.

The program leading to the degree of doctor of philosophy is designed for students of outstanding ability who desire advanced studies in preparation for careers in university teaching and research. The number of students admitted to the program each year is small and, within the framework of the general requirements described below, programs of study are designed to fit individual interests. Students with a variety of backgrounds are admitted to the program; undergraduates with strong academic backgrounds (e.g., economics, mathematics, psychology, sociology) and strong research interests are encouraged to apply. Students without strong academic backgrounds in their area of study may have to take prerequisite courses in economics, mathematics, or statistics.

The Graduate School of Business faculty determines the design and content of the Ph.D. program. The Associate Dean for Ph.D. Studies is responsible for the administration of the program. Information about the program and application materials may be requested from the Office of Doctoral Programs, The University of Chicago Graduate School of Business, 1101 East 58th Street, Chicago, Illinois 60637, or check the Web site at gsb.uchicago.edu/PhD.

CURRICULUM AND GENERAL DEGREE REQUIREMENTS

The primary characteristic of the Ph.D. curriculum is its great flexibility. Within the general requirements outlined below, incoming students can design programs to suit their individual research interests and educational backgrounds.

1. Dissertation area. Successfully complete the general examination requirements in the student's dissertation area: accounting, econometrics and statistics, economics (and its related fields of study), finance, management science, managerial and organizational behavior, marketing, organizations and markets, and operations management.
2. Support area. Successfully complete the general examination requirements in an area that supports the student's dissertation area (a basic discipline): econometrics and statistics, economics, management science, or managerial and organizational behavior.
3. Coordinated sequence. Successfully complete a three-course sequence in an area other than the student's dissertation area or support area.
4. Dissertation workshop. Successfully participate in a workshop in the student's dissertation area during the student's second and third years in the program. A total

- of six quarters is required. Each quarter, the student must submit summaries of any two of the workshop presentations during that quarter. Grading is Pass/Fail.
5. Curriculum paper. Write an original research paper and present it in a curriculum paper workshop.
 6. Dissertation proposal. Initiate a major piece of original research (the dissertation proposal) and present it for faculty approval at a dissertation proposal seminar.
 7. Dissertation defense. Complete a satisfactory dissertation and defend it successfully at a dissertation defense seminar. This research is the completion and extension of the research presented at the student's dissertation proposal seminar.

Students with strong academic backgrounds in their area of study typically take a full schedule of courses during their first two years in the program. All students are required to begin their curriculum paper at the end of their second year, submit it at the end of autumn quarter of the third year, and present it in a workshop during the winter quarter of the third year. Students typically take a partial schedule of courses and begin work on their dissertation proposal during their third year and take specialized courses, if needed, and work on their dissertation during their fourth year in the program.

DISSERTATION AND SUPPORT AREAS OF STUDY

Descriptions of the various areas of study appear below.

Accounting: Research in accounting considers the creation and use of planning, control, and performance information. Accounting is regarded as a system that conveys information about economic entities (e.g., managers and business units, including for-profit firms and their subunits and nonprofit entities). Studies in this area link substantive accounting issues with theory and methods from economics, finance, and cognitive psychology. Within the accounting area, the range of topics considered is very broad. For example, capital markets research focuses on how market agents use accounting information; agency models and the related empirical work (including compensation research) consider how accounting can be used to mitigate the contracting frictions within firms; taxation research focuses on tax planning and taxpayer responses to tax rules; auditing research focuses on the auditor as an expert decision maker operating in a specialized environment. For accounting students, courses offered by the Graduate School of Business can be supplemented by courses in the departments of behavioral sciences, economics, mathematics, and statistics.

Econometrics and Statistics: Econometrics and statistics are concerned with the combination of economic, mathematical, and computer techniques in the analysis of such economic and business problems as forecasting, demand and cost analysis, model building, and testing empirical implications of theories. Study in this area integrates a comprehensive program of coursework with extensive research. The program is designed for students who wish to do research in statistical methods that are motivated by business applications. Students are able to design an individual program of study by combining courses in specific areas of business, such as economics, finance, accounting, marketing, or international business, with advanced courses in statistical methods. Empirical work has always been an important part of the research effort at the Graduate School of Business in all fields of study. Econometrics and Statistics courses are thus useful choices for satisfying the basic discipline or coordinated sequence requirements.

Economics: The range of study in economics is quite broad and includes such traditional topics of microanalysis and macroanalysis as price theory, market structure, industrial organization, the banking system, and the flow of national income. Students take advantage of a wide range of course offerings in both the Graduate School of Business and the Department of Economics and write their dissertations on industrial organization, labor economics, macroeconomics, microeconomics, and related areas.

Finance: The finance Ph.D. program is concerned with such areas as (1) the behavior and determinants of security prices, including stocks, bonds, options, and futures; (2) portfolio management; (3) the management of corporate and public funds, including the choice of investment projects and the choice of sources of funds; and (4) the management and regulation of financial institutions. Students take courses from both the Graduate School of Business and the Department of Economics as part of their training.

Management Science: Management science is concerned with the application of mathematics and computer methods to management problems. Primary areas of study are mathematical programming, queuing theory, and inventory theory. Students who choose to emphasize management science should have had at least two years of college-level mathematics before they enter the Ph.D. program. The areas of most relevance to business are linear algebra, analysis, and probability; students with minimal backgrounds should expect to take additional work in these areas. Such work may be pursued in the Department of Mathematics.

Managerial and Organizational Behavior: Managerial and Organizational Behavior (MOB) focuses on how people use information and make decisions, and how they interact with one another in doing so in dyads, groups, and organizations. Studies in this area draw on theory and research from cognitive and social psychology, economics, and a variety of related fields. MOB applies these disciplines to the study of human behavior relevant to a range of different managerial contexts. Examples include cognitive processes of judgment and decision making; psychological aspects of economic behavior; learning, reasoning, and problem solving by individuals, groups, and organizations; processes of negotiations; power and influence; teamwork and group processes; and organizational decision making. Students in MOB can focus their studies on the subset of research areas that best suits their interests and career intentions. Studies in MOB can be paired with studies in marketing for a focus on consumer behavior, with organizations and markets for a focus on organizational structures and processes, with economics or finance for a focus on economic behavior, and with a variety of other Ph.D. areas. In addition to courses offered in the Graduate School of Business, MOB students take courses in psychology, sociology, public policy, economics, and other university departments.

Marketing: Advanced research in marketing addresses a marketing issue or problem using skills acquired in one of three different areas: (1) Consumer Behavior; (2) Economics; or (3) Quantitative Methods. The theoretical foundation provided in the marketing Ph.D. program is enhanced by the program's flexibility, allowing choice among these three areas. Students take courses not only in the GSB but also in the Psychology, Sociology, Economics, and Statistics departments. Specific examples of research in the marketing area include the study of consumer decision making in a variety of different contexts; the investigation of the signaling effects of price, advertising, and other marketing instruments; analyses of the effects of consumer and trade promotions; and cross-category analysis of marketing effects on household brand choice

behavior, etc. The program is designed for those seeking careers as university professors at leading research institutions.

Organizations and Markets: The organizations and markets Ph.D. program focuses on the social organization of firms and markets. The program provides systematic conceptual grounding in these topics, with numerous applications, including how organizations operate, why they differ, how they emerge from prior organizations, how their behavior is influenced by their position in a structure of other organizations, and how individuals manage others and progress in organizations. The program offers broad training in social network analysis and organizational theory and prepares students for positions in the fields of strategic management and organizational behavior.

Operations Management: The field of operations management is concerned with the problems of developing, producing, and delivering goods and services. The focus is on how to combine concepts, models, and data to help managers develop better systems and make better decisions concerning operations. Students who choose to concentrate in operations management should have a very solid background in management science.

RESEARCH EMPHASIS AT THE GRADUATE SCHOOL OF BUSINESS

The Ph.D. program at the Graduate School of Business emphasizes the development of the student's capacity to conduct original research. Successful completion of the program in a timely manner depends on the ability of the student to work independently and to identify, analyze, and solve problems effectively and creatively. Some key requirements designed to enhance students' skills in these areas are the workshop, the curriculum paper, and the dissertation proposal.

Workshops: As students progress in the program they are required to join one of the research workshops in the Graduate School of Business, held often in conjunction with other academic units of the university. Workshops provide a transition in emphasis for the student from courses to research and afford a testing ground for dissertation proposals. The workshops supplement the formal coursework and give depth to the student's understanding of his or her subject area. Moreover, they provide an opportunity for the student to gain experience in presenting material before an interested and critical group, thus developing the skills of exposition necessary for effective teaching. Currently, workshops are established for accounting, managerial and organizational behavior, econometrics and statistics, economic and legal organization, economics and econometrics, finance, international economics, management science, industrial organization, labor economics, marketing, social organization, and theory of organizations. The workshops play an important role in the development of the student's professional capabilities. They provide a forum for the discussion of faculty and student research and for lectures by visiting academic speakers. Every Ph.D. student must be associated with a workshop before the end of the first year in the program and should be an active participant in at least one workshop throughout the remainder of the program.

Curriculum Paper: Students are required to write an original paper and present it at a workshop during their third year in the program. Ideally, the curriculum paper is a preliminary work that will eventually become the student's dissertation. Specifically, a student must decide on a topic before the end of the spring quarter of the student's second year in the program and ask two Graduate School of Business faculty to serve as readers of the paper. At the beginning of the autumn quarter of his or her third year,

the student must submit an outline of the curriculum paper to the Ph.D. office. At the end of the autumn quarter, the student must submit the completed paper, along with the approval form signed by the two faculty readers, to the Ph.D. office. The student must present the curriculum paper at a workshop during the winter quarter.

Dissertation Proposal and Defense: Each student works with faculty members on a dissertation topic. A dissertation committee is formed, composed of the dissertation chairperson and three other faculty members. The members are officially appointed by the Associate Dean for Ph.D. Studies. The chairperson serves as the student's principal adviser in the preparation of the dissertation. To gain formal approval of the dissertation proposal, the student's work must be presented at a proposal seminar. At this seminar, open to all Ph.D. students and faculty members, the student has an opportunity to explain, defend, and perhaps modify the proposal. The final decision whether to permit the student to proceed with the dissertation topic is made by the dissertation committee, who also will oversee and approve the final draft of the dissertation.

The dissertation has no prescribed length. The first draft of the dissertation must be submitted to the student's dissertation committee and the Office of Doctoral Programs at least one week before the dissertation defense presentation, and an abstract setting forth the major conclusions and relevant documentation must be available to interested faculty and students at least one week before the dissertation defense. The dissertation defense presentation may be attended by any Ph.D. student or faculty member, but final approval of the dissertation is made by the dissertation committee, consisting of the members of the student's dissertation committee and others appointed by the Associate Dean for Ph.D. Studies. Approval by the dissertation committee is required to pass the dissertation defense.

The entire dissertation must be typed or printed in the form approved by the University of Chicago Office of Academic Publications, as set forth in the instructions issued by that office and obtainable upon request. The dissertation must be approved in its final form by the dissertation committee, certified by the Associate Dean for Ph.D. Studies, and submitted to the Office of Academic Publications, Administration Building, 5801 South Ellis Avenue, Room 2, Chicago, Illinois 60637, phone 773.702.7404, Web site phd.uchicago.edu, e-mail acapubs@uchicago.edu, at least three weeks before the degree is to be conferred.

APPLICATION PROCEDURE

The application is due January 15 of the year in which admission is sought. Students enter the program at the beginning of autumn quarter. The application for admission will be sent on request. Write to the Office of Doctoral Programs, The University of Chicago Graduate School of Business, 1101 East 58th Street, Chicago, Illinois 60637, or download the application from the Web site at gsb.uchicago.edu/phd. The e-mail address is gspbhd@uchicago.edu. All completed forms and supplementary materials should be sent to the Office of Doctoral Programs at the above address. All applicants must take either the Graduate Management Admission Test (GMAT) or the Graduate Record Exam (GRE). Both are administered by the Educational Testing Service, Princeton, New Jersey (see page 110, "Information for Applicants—Admission"). The GMAT institution code for the Ph.D. program at the University of Chicago Graduate School of Business is 1819. The GRE institution code for the program is 1501. In addition, all for-

eight applicants whose native language is not English and who have not completed at least two years of study in the United States must take the Test of English as a Foreign Language (TOEFL) and the Test of Spoken English (TSE) (see "Information for Applicants—Admission").

TUITION AND FINANCIAL AID

Financial aid is awarded to Ph.D. students primarily on the basis of merit. Both tuition and stipend awards are granted. Full tuition support is available for five years of full-time study, conditional on satisfactory progress in the program. It is the policy of the Ph.D. program to provide stipend support for students for four years of full-time study if the student continues to progress in the program satisfactorily. Financial aid in the Ph.D. program is not attached to any work requirement. Students are free to use their time as they see fit. If they choose to work, they may keep their earnings in addition to their stipend.

RESIDENCE AND REGISTRATION REQUIREMENTS

The general policy of the university in granting advanced degrees requires each doctoral candidate to be registered in one of two categories: scholastic residence or advanced residence. Upon entrance into the program, the student spends four years in scholastic residence. The precise mix of courses and independent research during this period will depend on the individual program and the student's academic progress. A student who receives a Ph.D. during the period of scholastic residence is not required to register beyond the quarter in which the degree is awarded. Students who have not completed all degree requirements during the four-year period of scholastic residence must then register for advanced-residence status for the fifth year and beyond in the program. The typical student should plan on four or five years of full-time effort to complete the requirements for the Ph.D. degree.

STANDARDS OF PERFORMANCE

The academic progress of each student in the Ph.D. program is subject to review at least annually by the Associate Dean for Ph.D. Studies. The purpose of these reviews is to assess the student's progress in the program and make decisions about financial aid and further participation in the program. The associate dean will consult with Graduate School of Business faculty when reviewing a student's progress. If deemed appropriate, the associate dean has the discretion to terminate a student's participation in the program.

RELATIONSHIP TO THE M.B.A. PROGRAM

A doctoral student in good standing who wishes to work toward the M.B.A. degree must formally apply to the director of admissions of the M.B.A. program (through the Ph.D. office) and must satisfy the academic policies and standards of the M.B.A. program for the M.B.A. degree.

Upon faculty approval of the dissertation proposal as described above, a Ph.D. student can be awarded an M.B.A. degree after completing eighteen courses, including seven specified courses and eleven electives. Not more than two courses may be taken

on a Pass/Fail basis, and a C average must be achieved in courses used to earn the M.B.A. degree.

Under special circumstances, the Associate Dean for Ph.D. Studies can petition the dean's office to appoint a three-person committee (one member being the Associate Dean for Ph.D. Studies) to determine whether a given Ph.D. student should be granted an M.B.A. degree before faculty approval of the dissertation proposal.

The Ph.D. program does not contribute financial aid toward M.B.A. courses unless the courses are approved by the Associate Dean for Ph.D. Studies as an integral part of the student's doctoral study.

A student who leaves the program prior to passing both general examinations or the dissertation proposal can petition the Associate Dean for Ph.D. Studies to be admitted into the M.B.A. program. If the petition is granted, the student is withdrawn from the Ph.D. program and must fulfill the general requirements for the M.B.A.

Please note that this is a summary of the Ph.D. program; refer to the Ph.D. *Program Guidebook* for a more detailed description.

JOINT PH.D. AND J.D. DEGREES

At the boundaries between law and various areas of business lie many important research issues. Addressing these questions and many others requires detailed knowledge of legal theory and practice as well as a thorough understanding of economic, accounting, financial and other business theories, data analysis, and testing methods. The Joint Program between the GSB doctoral program and the Law School, leading to both a Ph.D. in business and a J.D., provides especially talented students with the training to make major breakthroughs in these important interdisciplinary areas.

Applicants to the Joint Program must meet the entrance requirements and satisfy the basic undergraduate degree prerequisites of both schools. Admission decisions are handled separately. An applicant who applies to both schools concurrently and is admitted to both schools is automatically in the Joint Program. An applicant who is admitted to only one of the schools may enroll in the degree program in that school and reapply to the other school at a later date. An applicant who initially applies to only one of the schools may still pursue admission to the Joint Program by applying at the appropriate time during the first two years in the GSB or the first two years in the Law School.

To obtain the joint degree, a student must satisfy the normal degree requirements of the Law School as well as those of the Graduate School of Business Ph.D. Program for the student's chosen dissertation and support areas. The purpose of the Joint Program is to allow some courses to satisfy both Law School and GSB requirements.

It is anticipated that obtaining both degrees will take at least seven years. Students have considerable flexibility to structure the program as they wish and may begin either at the Law School or the GSB. It is strongly recommended that students complete the Law School's first year before they complete the GSB's Curriculum Paper Requirement, and that they complete the GSB's Dissertation and Support Area examinations before they begin the third year of the Law School. Sequences meeting these requirements will ensure the overlap necessary for the cross-fertilization of ideas and, from a more practical standpoint, allow the programs to overlap sufficiently that courses at one school can count toward the other's degree requirements.

The Joint Program is administered by the Associate Dean for Ph.D. Studies at the Graduate School of Business and the Deputy Dean for Academic Affairs of the Law School, with the assistance of the Joint Degree Adviser.

Tuition support from the GSB is limited to five years. Students will compensate the Law School for eight quarters of tuition. Students admitted into the Joint Program are eligible for merit-based and need-based scholarships, loan programs, and other financial assistance under the same conditions as traditional law students.

DOCTORS OF PHILOSOPHY

Below are listed recent graduates of the school's Ph.D. program, their current positions, and their dissertation titles.

1994

Cliff S. Asness, Managing Director, Goldman, Sachs Asset Management Division
"Do Empirical Results Reject CAPM? Variables That Explain the Cross-Section of Stock Returns: Book to Market, Firm Size, and Past Returns"

Mohan V. Bala, Research Management Scientist, Research Triangle Institute
"A Graph Theoretic Approach to Database Normalization and Query Processing"

Jules M. Buxbaum, RBC-Dominion Securities
"Estimating Exchange Rate Volatility: Comparisons of Option Pricing to Time Series Models"

Reid W. Click, Assistant Professor of International Business, George Washington University
"Seigniorage and Conventional Taxation"

Gordon R. Hanka, Assistant Professor of Finance, The Smeal College of Business Administration, Pennsylvania State University
"Three Essays on Real Consequences of Corporate Financing Decisions"

William W. Hoskins, Vice President of Futures Research, Dean Witter Institutional Futures
"Volatility of Closed-End Fund Discounts"

Antti S. Ilmanen, Vice President, Salomon Brothers, Inc.
"Time-Varying Expected Returns in International Bond Markets"

Raymond Kan, Assistant Professor, Department of Finance, Faculty of Management, University of Toronto
"Maturity of Debt and the Cost of Equity"

Keyyup Lee
"Determinants of EDLP Store Patronage and Deal Usage"

Anthony W. Lynch, Assistant Professor of Finance, Leonard N. Stern School of Business, New York University
"Staggered Decision-Making by Individuals: Pricing Implications and Empirical Evidence"

Alan L. Montgomery, Assistant Professor of Marketing, Wharton School, University of Pennsylvania
"The Impact of Micro-Marketing on Pricing Strategies"

Laurance L. Prescott, Senior Economist, Chicago Partners
"Delivery Smoothing and the Interest Rate in the Retail Trade"

Catherine M. Schrand, Assistant Professor of Accounting, Wharton School, University of Pennsylvania
"An Evaluation of the Effects of SFAS No. 80 on Interest Rate Risk Management in the Savings and Loan Industry"

Boaz A. Schwartz, Vice President, Bankers Trust Israel
"Essays on ARCH Filtering and Estimation"

Kenneth R. Sutley, President, Innovative Management Concepts
"An Empirical Investigation into the Relation between Differential Annual Report Informativeness and the Association of Stock Returns with Accounting Earnings: The Case of the Financial Post Annual Report Awards"

Klaus Wertenbroch, Assistant Professor, Yale School of Management, Yale University
"Marketplace Implications of Consumer Self-Control"

Jae Sun Yi
"Contract Costs and Capital Structures—An Empirical Examination"

Changuang Zheng, Vice President, NationsBank
"The SAINTS Model of Interest Rates: Theory and Empirical Tests"

1995

Mark M. Carhart, Assistant Professor, Hoffman School of Business, University of Southern California
"On Persistence in Mutual Fund Performance"

Xavier E. Dreze, Assistant Professor of Marketing, School of Business Administration, University of Southern California
"Loss Leaders: Store Traffic & Cherry Picking"

John T. Gourville, Assistant Professor of Marketing, Harvard University
"Pennies-a-Day: Increasing Consumer Compliance through Temporal Re-Framing"

Frederick Andrew Hanssen, Assistant Professor, Department of Economics,
Montana State University

“Commissions and Courts: Agency Structure and the Selection of Judges”

Chih-Yang Lai, Assistant Professor of Marketing, Graduate School of International
Management, International University of Japan

“Interaction of Information and Price in a Diffusion Model of New Consumer Durables”

John M. Liew, Associate, Goldman, Sachs Asset Management

“Global Stock Returns, Money and Inflation”

Philip G. Meguire, Senior Lecturer, Department of Economics, University of
Canterbury, New Zealand

“Aggregate Consumption, Fiscal Policy, Wealth, and the Rate of Interest: Extending the
Consolidated Approach”

David Musto, Assistant Professor of Finance, Wharton School, University of
Pennsylvania

“Year-end Forces in Securities Markets”

David Sally, Assistant Professor, Johnson Graduate School of Management, Cornell
University

“Sympathy and Reason”

Ernesto Talvi, Senior Research Economics, Inter-American Development Bank

“A ‘Big Brother’ Model of a Small Open Economy: The Impact of Argentina on
Uruguay’s Business Cycle”

1996

Veronique d’Estaintot

“Dynamic Consistency in Choices Involving Mixed Outcomes”

Elizabeth Fama

“The Optimal Timing of Mammography Screening”

Kasing Man, Assistant Professor, School of Business, Georgetown University

“Three Issues of Temporal Aggregation”

Elizabeth Rosenthal, Author and Consultant, Healthy Solutions

“Social Structure’s Influence on Team Performance”

Rudi Schadt, Visiting Lecturer, Edwin L. Cox School of Business, Southern Methodist
University

“Testing International Asset Pricing Models with Mutual Fund Data”

Tyler Shumway, Assistant Professor of Finance, School of Business Administration,
University of Michigan

“The Premium for Default Risk in Stock Returns”

Ross Stevens, Managing Principal, Integrity Capital Management

“New Methods in Asset Pricing Model Estimation”

“New Methods in Asset Pricing Model Selection”

“Variable Selection Tests of Asset Pricing Models”

Ingrid Tierens, Associate, J. P. Investment Management Inc.

“Business Cycle Variation in Asset Return Predictability”

Beverly Walther, Assistant Professor of Accounting and Information Systems, Kellogg
Graduate School of Management, Northwestern University

“The Effects of Forecast Availability and Forecast Accuracy on Market Earnings
Expectations”

1997

Christopher Culp, Director, Risk Management Services, CP Risk Management L.L.C.

“The Role of Eurodeposit Futures in Swap Rate Determination: An Empirical Analysis”

Douglas Huggins, Associate Director, Fixed Income Research Department, Deutsche
Morgan Grenfell

“Estimation of a Diffusion Process for the U.S. Short Interest Rate Using a Semigroup
Pseudo Likelihood”

Hong Li, Equity Derivative Research Group

“Markov Variance-Shift Model, Random Intervention Model, Bayesian VARMA Model
and Their Applications”

Syam Menon

“Decomposition of Integer Programs with Application to Cutting Stock and Machine
Allocation”

John F. Raffensperger, Postdoctoral Researcher, National Research Council, Naval
Postgraduate School

“The Readiness Problem”

Craig Scalise, Senior Consultant, KPMG

“Intellectual Property Protection Reform and Innovation: Evidence from Singapore’s
Software Development Industry”

Stanley Smith, President, Corporate Financial Group, Ltd.

“The Value of Life Implied by Jury Awards”

Jack Soll, Assistant Professor, INSEAD

“Lay Theories of Information: Beliefs About the Value of Redundancy”

Dilip Soman, Assistant Professor of Marketing, University of Colorado, Boulder

“The Illusion of Delayed Incentives”

King-Yuen Yik

"On the Risk Premium in the Forward Exchange Rate and Efficiency Gain from Additional Instruments"

1998

Andrew Ainslie, Assistant Professor of Marketing, Johnson Graduate School of Management, Cornell University

"The Economic and Econometric Modeling of Similarities and Differences in the Brand Purchasing Behavior of Individuals across Multiple Categories"

Peter Boatwright, Assistant Professor of Marketing, Graduate School of Industrial Engineering, Carnegie Mellon University

"The Impact of Consumer and Retailer Response on Manufacturer Trade Deal Expenditures in Multiple Competitive Markets"

Keith Bockus, Chicago Partners

"Auditor Resignation Disclosure"

Andre Bonfer, Senior Lecturer, The Coles Myer Center for Retailing and Marketing, Melbourne Business School

"Advertising Effectiveness and Product Usage for Ambiguous Experience Products"

Michael W. Brandt, Assistant Professor, Wharton School, University of Pennsylvania

"Estimating Portfolio and Consumption Choice: A Conditional Euler Equations Approach"

Alon Brav, Assistant Professor, Fuqua School of Business, Duke University

"Inference in Long-Horizon Event Studies: A Bayesian Approach with Application to Initial Public Offerings"

Randolph Cohen, Assistant Professor of Business, Harvard Business School

"Asset Allocation Decisions of Individuals and Institutions"

Daniel Lee Heavner Jr., Assistant Professor of Finance and Economics, Freeman School of Business, Tulane University

"Economic Essays on the Organization of Firms"

Chyhe Esther Kim, Experienced Manager, Arthur Andersen & Company

"The Effects of Asset Liquidity on Managerial Decisions: Evidence from the Contract Drilling Industry"

Gregory Janicik, Assistant Professor of Management, College of Business Administration, Texas Technical University

"Social Expertise in Social Structure: Examining the Learning of Relations"

Debra Lauren Krolick, Visiting Professor, Olin School of Business, Washington University

"The Relevance of Financial Statement Information for Executive Performance Evaluation and Equity Valuation: Evidence from the Choice of Bonus Plan Accounting Performance Measures"

Georg Muller, Assistant Professor of Marketing, Santa Clara University

"Asymmetric Response to Cost Changes: Evidence from the Grocery Industry"

Christie Nordhielm, Assistant Professor of Marketing, J.L. Kellogg Graduate School of Management, Northwestern University

"A Dual-Process Model of Advertising Repetition Effect"

Joseph Nunes, Assistant Professor, Marshall School of Business, University of Southern California

"A Cognitive Model of People's Usage Estimations"

Christopher Keith Polk, Assistant Professor of Finance, Kellogg Graduate School of Management, Northwestern University

"The Market as a Hedge"

Radhika Puri-Rajan, Associate Professor of Marketing, The University of Chicago Graduate School of Business

"Increasing Perceived Utility by Bundling: A Direction of Processing Explanation"

Qing Kevin Wang, Assistant Professor of Finance, Faculty of Management, McGill University

"Tests of Conditional Asset Pricing Models: A New Approach"

Richard Henry Willis, Assistant Professor, Fuqua School of Business, Duke University

"Mutual Fund Manager Forecasting Behavior"

Kangkang Xu, Senior Principal, Statistical Support Incorporation

"Toward Understanding Multiple Product Buying"

1999

Gregor Masini Monteiro de Andrade, Assistant Professor of Finance, Harvard Business School

"Two Essays in Mergers and Acquisitions"

Chris Geczy, Assistant Professor, Wharton School, University of Pennsylvania

"Some Generalized Tests of Mean-Variance Efficiency and Performance"

James B. Heaton, III, Associate, Bartlit Beck Herman Palenchar & Scott

"Two Essays on Mistaken Beliefs in Finance: 1. Managerial Optimism and Corporate Finance; 2. Overreaction, Underreaction, and Mistaken Beliefs about Economic Stability"

Timothy Johnson, Assistant Professor of Finance, London Business School
 “Two Essays: (1) Return Dynamics When Persistence Is Unobservable; (2) Volatility, Momentum and Time-Varying Skewness in Foreign Exchange Returns”

Sandip Madan, Senior Director, Business Development Group, Bell South Corporation
 “Mean Reversion and Persistence in Firm Performance”

Michele Madansky, Madansky New Media
 “Traditional Ads in an Interactive Environment”

Michael B. Mikhail, Assistant Professor of Management, Sloan School of Management, MIT
 “Coordination of Earnings, Regulatory Capital and Taxes in Private and Public Companies”

Robert B. Porter, Assistant Professor, Warrington College of Business, University of Florida
 “Two Essays in Production Based Asset Pricing”

Allen Mark Poteshman, Assistant Professor, University of Illinois at Urbana-Champaign
 “Does Investor Misreaction to New Information Increase in the Quantity of Previous Similar Information? Evidence from the Options Market”

Stephen A. Schurman, Associate in Economic Consulting, Analysis Group/Economics
 “Motives and Value Changes in Corporate Acquisitions: Evidence from Antitrust Intervention”

Erik Stafford, Assistant Professor, Harvard Business School
 “Managing Financial Policy: Evidence from the Financing of Extraordinary Investments”

Nina Steinberg, Vice President, Global Retail Partners
 “Has Globalization Affected Relative Wages? Some Tests on Multi-Country Data”

Yubo Wang, J.P. Morgan
 “Is Momentum Path-Dependent? Judgement Biases Towards Patterns in Financial Data”

Francis Yared, Associate, Fixed Income Research, Lehman Bros.
 “Path Dependence in Expected Inflation: Evidence from a New Term-Structure Model”

Kelly Welch, Assistant Professor of Finance, Kansas University School of Business
 “Two Essays: 1. The Under-pricing in Corporate Bonds at Issues; 2. From Debtor’s Prison to Bankruptcy: The Enforcement of Optimal Debt Contracts”

2000

Reto Bachmann, Associate, Fixed Income Research, Lehman Bros.
 “Risk Premia Implied by Option Returns”

Xuezheng Bai, Visiting Assistant Professor, Department of Statistics, University of Chicago
 “Efficiency of Variance Estimate Using High Frequency Financial Data”

John Borse, Chief Information Officer, Citadel Investment Group
 “Symbolic Optimizations and the SyOpt System: the Application of Symbolic Mathematics to the Design of Mathematical Optimization Algorithms and Systems”

Yea-Jane Chu, Visiting Assistant Professor, Syracuse University
 “Two Essays: (1) Asymptotic Distributions of Some Portmanteau Statistics for Non-stationary Time Series; (2) Some Issues about Time Series and Decomposition and Seasonal Adjustment”

Mindy Douthit, Lecturer, Northwestern University School of Education
 “Social Capital and Group Performance: A Contingency Analysis”

Jefferson Duarte, Associate, Proprietary Positioning Group, J.P. Morgan
 “The Relevance of Price Risk in Affine Term Structure Models”

Sheila Goins
 “Rival and Shareholder Influences in Corporate Layoff Decisions”

Peter Hecht, Assistant Prof. of Finance, Harvard Business School
 “The Cross Section of Expected Firm (Not Equity) Returns”

Nanda Kumar, Assistant Professor, School of Management, University of Texas-Dallas
 “Essays on the Informational Role of Firms’ Strategies”

Sonia Marciano, Clinical Prof. of Business Strategy, Kellogg School of Management, Northwestern University
 “Pricing Policies and Oligopoly with Product Differentiation: The Case of Cellular Telephony”

Jennifer Milliron, Director, Chicago Partners, LLC
 “Board of Director Incentive Alignment and the Design of Executive Compensation Contracts”

Dennis Oswald, London Business School
 “The Determinants and Value Relevance of the Choice of Accounting for Research and Development Expenditures in the United Kingdom”

Matthew Rothman, Morgan Stanley Dean Witter
 "The Compensation Puzzle: the Dynamics and Determinants of Fees in the Fund Industry"

Jayanta Sen, Instructor, College of Business, Ohio State University
 "An Equilibrium Information Costs Asset Pricing Model and Its Empirical Predictions, or, A Theoretical Investigation of the Size and Equity Premiums"

V. Brian Viard, Assistant Professor of Strategic Management, Stanford University Graduate School of Business
 "Two Essays: (1) Trading-Up and Trading-In Durable Goods: Version and Competitive Upgrades in the Software Industry; (2) Do Switching Costs Make Markets More or Less Competitive? Case of 800-Number Portability"

Tuomo Vuolteenaho, Assistant Professor, Harvard University, Dept. of Economics
 "Empirical Applications of an Accounting-Based Present-Value Model"

2001

Qi Chen, Assistant Professor, The Fuqua School of Business, Duke University
 "Cooperating in the Budgeting Process"

Darin Clay, Assistant Professor of Finance and Business Economics, Marshall School of Business, University of Southern California
 "Institutional Ownership, CEO Incentives, and Firm Value"

Arthur Kraft, Assistant Professor of Accounting, Simon Graduate School of Business Administration, University of Rochester
 "Accounting Based and Market Based Trading Strategies"

Jorg Kukies, Associate, Structured Derivatives Sales and Trading, Goldman Sachs
 "Two Papers: (1) The Effect of Introducing New Equity Markets on the IPO Process; (2) Stock Markets for High-Technology Firms and Venture Capital Financing: Evidence from Europe"

B. Cade Massey, Assistant Professor of Finance and Business Economics, Marshall School of Business, University of Southern California
 "Psychological Influences on Decision-making in Organizations"

Ira S. Weiss, Assistant Professor, Columbia University Business School
 "Managerial Responses to a Transitory Earnings Shock: Strategic Manipulation Between the Core and Non-Core Components of Earnings"

Yi-Lin Wu, Assistant Professor, Hong Kong Science and Technology School
 "Two Papers: (1) Honey, CalPERS Shrank the Board!; (2) the Choice Between Public and Private Equity Offerings"

John Wright, Consultant, McKinsey
 "Absolute Differences, Relative Differences, or Both?"

Yuanjie Zhang, Research Associate, Barr Rosenberg Research Center of AXA Rosenberg Group
 "Econometric Modeling of High-Frequency Financial Data with Applications to Market Microstructure"

Expected 2001

Pankaj Aggarwal, Assistant Professor, Division of Management, University of Toronto

Jean de Bettignies, Assistant Professor of Strategy and Business Economics, Faculty of Commerce and Business Administration, University of British Columbia

Marcus Butler, Assistant Professor of Accounting, Simon School of Business Administration, University of Rochester

Bjorn Eraker, Assistant Professor of Economics, Department of Economics, Duke University

Kewei Hou, Assistant Professor of Finance, Fisher College of Business, Ohio State University

Robert Kimmel, Assistant Professor of Finance, Princeton University

David K.A. Mordecai, Vice President—Financial Engineering, Risk Finance Division, American International Companies

David Robinson, Assistant Professor of Finance and Economics, Columbia University Business School



FIELDS OF STUDY

The following pages provide brief descriptions of the fields of study, lists of the faculty members teaching in each field, and lists of the courses available. Course descriptions appear in “Programs of Education—Course Descriptions.”

Students in the M.B.A. program choose elective courses from a variety of options, giving exceptional latitude to individual programs. Many students choose a program that prepares them for fairly broad management responsibility. Others may wish to give particular emphasis to one or more specific disciplines or fields. The concentration option is open to the student who wishes to follow a structured course of study designed to develop special competence in a given field. Not every field of study offers a concentration.

In general, a concentration comprises three or four courses in one field or in two related fields. Completing a concentration is not a requirement for graduation; however, students often concentrate in a particular field (and have that fact appear on the official university transcript) by using their electives to fulfill the requirements for concentration sequences as determined by the faculty. Approved sequences, which are listed in the descriptions of the fields of study, are usually recommended for the student who has had little prior education in the field he or she selects. Other concentration sequences for students with prior advanced work or with specialized interests may be approved by the appropriate faculty through a petition to the campus M.B.A., evening M.B.A., or weekend M.B.A. office. To earn a concentration, a student must achieve an overall average of C in the approved sequence. Courses taken on a Pass/Fail basis may not be used to satisfy the requirements of a concentration.

Because about half the student’s program consists of electives, it is possible to organize programs including one or two concentrations. If two concentrations are chosen, the fields can either be complementary, such as accounting and finance, or, if greater breadth is desired, distantly related, such as operations and marketing. Concentrations are offered in accounting, analytic finance, econometrics and statistics, economics, entrepreneurship and e-ventures, finance, general management, human resource management, international business, managerial and organizational behavior, marketing management, operations management, and strategic management.

ACCOUNTING

Courses in accounting are taught by Ball, Bens, Easton, Engel, Erickson, Hanna, Hayes, Hemmer, Keating, Leftwich, Leone, Monahan, Myers, Northcut, Piotroski, Roulstone, Sapra, Smith, Venugopalan, Weil, Wong, and Zmijewski.

The accounting curriculum focuses on developing informed users of accounting information outside and inside the firm. The financial accounting courses target external users and the managerial accounting courses target internal users. The courses prepare students for careers as corporate financial officers, management consultants, financial analysts, investment bankers, general managers, and public accountants. Selected courses provide analytic capabilities for students interested in careers as production managers, brand managers, government administrators and/or regulators, and financial planners. Ph.D.-level courses prepare students for university-level research.



Each student must take either Business 30000 or an approved substitute. Students who enter the school with previous studies in accounting are encouraged to substitute an advanced course for Business 30000. Approved substitutes for Business 30000 are Business 30116, 30117, 30118, 30119, and 30130.

A concentration in accounting consists of four courses in accounting from the following list: Business 30000, 30001, 30115, 30116, 30117, 30118, 30119, and 30130.

The Illinois Committee on Accountancy has approved the following courses as meeting the requirements for the State of Illinois CPA examination: Business 30000, 30001, 30115, 30116, 30117, 30118, 30119, 30130, and 42200.

Courses in the field are listed below:

- 30000. Financial Accounting
- 30001. Managerial Accounting
- 30115. Advanced Topics in Managerial Accounting: Performance Measurement, Decision Making, and Incentives
- 30116. Accounting and Financial Analysis I
- 30117. Accounting and Financial Analysis II
- 30118. Taxes and Business Strategy
- 30119. International Accounting
- 30130. Financial Statement Analysis
- 30600. Workshop in Accounting Research
- 30901. Topics in Accounting Research
- 30902. Empirical Research in Accounting
- 30903. Topics in Empirical Accounting Research
- 31301. Individual Study in Business (M.B.A.-level)
- 31901. Individual Study in Business (Ph.D.-level)

Related courses:

- Business 35200. Corporation Finance
- Business 41202. Analysis of Financial Time Series
- Business 41302. Quality and Productivity Improvement
- Business 42200. Law and Business
- Law 42300. Corporation Law
- Law 42500. Corporate Finance
- Law 43200. Advanced Corporations
- Law 44200. Federal Taxation II
- Law 44500. International Taxation
- Psychology 27000. Judgment and Decision Making

COMMUNICATIONS

Courses in communications are taught by McEnerney.

The ability to communicate clearly is essential in all types of business and at all levels of management. The GSB offers a course that teaches established techniques for suc-

cessful writing and provides tools for business students to manage the writing of others. This course is taught by faculty from the university's writing programs.

Courses in the field are listed below:

- 32101. Advanced Professional Writing

ECONOMETRICS AND STATISTICS

Courses in econometrics and statistics are taught by Abrevaya, Bandi, Conley, Gilula, McCulloch, Parzen, Petrin, Polson, Rossi, Russell, Tiao, and Tsay.

In the modern world, a great deal of information is available to decision makers. Sometimes this information is quite complex. Econometrics and statistics provide tools to help us make sense of the information available to us. These tools range from simple graphical devices to sophisticated models based on theory and are widely applicable in nearly all kinds of business activities such as finance, marketing, quality improvement, accounting, and management. General goals include forecasting, decision making, and policy evaluation.

For M.B.A. students, Business 41000 fulfills the minimum econometrics/statistics requirement. A concentration in econometrics/statistics requires the completion of any three courses in the field.

Information giving specific requirements for Ph.D. students is available from the Office of Doctoral Programs. M.B.A. and doctoral students concentrating in statistics are encouraged to attend the weekly econometrics and statistics colloquium (Business 41600) and to participate in activities of the Statistics Research Center.

Courses in the field are listed below:

- 41000. Business Statistics
- 41100. Applied Regression Analysis
- 41201. Information Management and Data Mining for Business
- 41202. Analysis of Financial Time Series
- 41301. Statistical Insight in Marketing Consulting and Entrepreneurship
- 41302. Quality and Productivity Improvement
- 41401. Topics in Data Analysis
- 41600. Econometrics and Statistics Colloquium
- 41901. Probability and Statistics
- 41902. Statistical Inference
- 41903. Applied Econometrics
- 41910. Time Series Analysis for Forecasting and Model Building
- 41911. Advanced Econometrics
- 41912. Applied Multivariate Analysis
- 41913. Bayesian Econometrics
- 41914. Multiple Time Series Analysis
- 31301. Individual Study in Business (M.B.A.-level)
- 31901. Individual Study in Business (Ph.D.-level)

Related courses:

Business 37102. Analytical Methods in Marketing for Product Development
 Business 38002. Managerial Decision Making
 Statistics 25100, 25200. Introduction to Math Probability
 Statistics 30100, 30200. Introduction to Mathematical Statistics
 Statistics 31200. Introduction to Stochastic Processes
 Statistics 34400, 34500. Statistical Methodology and Data Analysis
 Statistics 38100, 38200. Theoretic Probability
 Statistics 39000. Stochastic Calculus/Finance

ECONOMICS

Courses in economics are taught by Abrevaya, Aguiar, Aliber, Altig, Barker, Bertrand, Carlton, S. Davis, Dessein, Fernald, Fogel, Gertner, Gibbs, Goodfriend, Gopinath, Goolsbee, Guryan, Harris, Huizinga, Hurst, Kashyap, Kroszner, Murphy, Peltzman, Petrin, Raith, Romalis, Stole, Surdam, Topel, Willen, and Young.

Economics develops the basic concepts necessary to understand the economic environment in which a firm operates, to organize data for decision making purposes, and to engage in short- and long-range planning. It also examines the relationships useful in predicting the consequences of decisions and the effects of political and social changes on the behavior of the firm. The discipline focuses on the principles underlying consumer behavior, the role of firms, the functioning of markets, the organization of industry, and the macroeconomic system. Economics is a basic business discipline whose concepts and relationships are applied in the operational areas of accounting, finance, human resources, industrial relations, international business, marketing, and operations.

Students who wish to declare a concentration in economics should take four courses chosen from Business 33031 (or 33032 or 33302), 33040, 33101, 33201, 33202, 33211, 33215, 33401, 33402, 33451, 33470, 33501 (or 33502 or 33504), 33901, and 42001. Business 33001 does not qualify toward a concentration.

Courses in the field are listed below:

33001. Microeconomics
 33031. The Employment Relationship
 33032. Managing the Workplace
 33040. Macroeconomics
 33101. Advanced Microeconomic Analysis
 33201. Industrial Organization
 33202. Economics of Regulation and Deregulation
 33211. Pricing Practices and Policies
 33215. The Business and Economics of the Sports Industry
 33220. Business, Public Policy and the New Economy
 33302. International Comparative Organizations
 33401. Money and Banking
 33402. Understanding Central Banks

33450. Real Estate Investment Analysis
 33451. Real Estate Finance and Economics
 33470. Population and the Economy
 33501. International Commercial Policy
 33502. International Financial Policy
 33504. International Financial Markets and Institutions: Development, Performance, and Regulation
 33610. Applied Economics Workshop
 33620. Workshop in Economic and Legal Organization
 33640. Consumption Workshop
 33650. Workshop in International Economics
 33901. Advanced Price Theory
 33911. The Economics of Information
 33921, 33922, 33923. Advanced Industrial Organization I, II, III
 33925. Economics of Organizations
 42001. Competitive Strategy
 31301. Individual Study in Business (M.B.A.-level)
 31901. Individual Study in Business (Ph.D.-level)

Related courses:

Business 35000. Investments
 Business 35200. Corporation Finance
 Business 35901, 35902, 35903, 35904. Theory of Financial Decisions I, II, III, IV
 Business 38002. Managerial Decision Making
 Business 40000. Operations Management: Business Process Fundamentals
 Business 41202. Analysis of Financial Time Series
 Business 41910. Time Series Analysis for Forecasting and Model Building
 Business 41911. Advanced Econometrics
 Economics 30000, 30100, 30200. Price Theory I, II, III
 Economics 33000. Demand and Supply for Money and Other Financial Assets
 Economics 33100. Theory of Income, Employment, and the Price Level
 Economics 33200. Dynamic Models of Growth, Inflation, and Cycles
 Economics 36200. Monetary and Fiscal Policy

ENTREPRENEURSHIP AND E-VENTURES

Courses in entrepreneurship and e-ventures are taught by Calvin, Deutsch, Hapak, Kaplan, Meadow, Rudnick, Schragar, Stuart, and Zingales.

At some point in their careers, many students will consider starting a business or will work in an entrepreneurial setting within an existing organization. The program in entrepreneurship provides students with skills and perspectives that will be valuable when they do so. The primary courses in the field are designed to expose students to the breadth of issues they will face in analyzing the strategy of the business, managing the business, obtaining financing, and structuring the business (from a legal and tax perspective). The related courses provide opportunities to apply the material from the primary courses and/or to study certain aspects of entrepreneurship in greater detail.

Students concentrating in entrepreneurship should take three courses chosen from Business 30118, 34101, 34102, 34103, 34104, 34105, 34106, 34201, 34202, 34203, 34701, 34702, 36103, 37201, 37204, 37301, 37302, 37701, 39101, 40106, 41301, 42103, 42111, Law 63000, and Law 71400. Substitutions will be considered if students can make the case that they have a strong entrepreneurial component.

Courses in the field are listed below:

34101. Entrepreneurial Finance and Private Equity
 34102. New Venture Strategy
 34103. New Enterprise and Small Business Management
 34104. Special Topics in Entrepreneurship: Developing a Business Plan
 34105. Entrepreneurial Internship Seminar
 34106. Commercializing Innovation
 34201. Business in the Electronic Economy
 34202. Internet Ventures
 34203. Leadership in the New E-Business Economy
 34701. New Venture and Small Enterprise Lab
 34702. Private Equity Lab
 37201. Developing New Products and Services
 37301. Internet Marketing Strategy
 37302. Marketing Strategies in High-Technology Industries
 37701. Laboratory in New Product and Strategy Development
 39101. Technology Strategy
 42111. Strategy and the Information Economy
 Law 63000. Entrepreneurship
 Law 71400. Structuring Venture Capital and Entrepreneurial Transactions

Related courses:

Business 30118. Taxes and Business Strategy
 Business 33220. Business, Public Policy and the New Economy
 Business 34203. Leadership in the New E-Business Economy
 Business 36103. E-Business Technology
 Business 37204. Sales Force Management
 Business 40106. Special Topics in Operations Management
 Business 41301. Statistical Insight into Marketing Consulting and Entrepreneurship
 Business 42103. Applied Strategic Management/INTOPIA

FINANCIAL MANAGEMENT

Courses in financial management are taught by Ait-Sahalia, Axelson, Barberis, Belton, Bernardo, Burghardt, Cammack, Cochrane, Constantinides, Culp, Diamond, Fama, Garmaise, Hamada, Harris, Heaton, Kaplan, Kashyap, Lamont, A. Marciano, Marshall, Mehra, Mian, Moskowitz, Pastor, Rajan, Santos, Strömberg, Vermaelen, Veronesi, Vishny, Zingales, and Zmijewski.

The basic program in finance is designed to provide broad professional competence and skills for students preparing for executive positions in finance in corporations, investment banks and other financial institutions, consulting firms, and governmental agencies and for positions in teaching and research. It is also designed to provide a deep understanding of finance and financial products necessary for general managers to become intelligent customers and users of financial products.

The faculty, long recognized as leaders of research in the modern theory of finance, bring to the classroom state-of-the-art knowledge and its applications in key areas such as (1) the behavior and determinants of security returns with applications in portfolio management; (2) the financial management of corporations, including the choice and financing of investment projects, dividend policy, capital structure, financial reorganization, and the management of risk; (3) the pricing and hedging of options, futures and other derivatives; and (4) the management and regulation of financial institutions.

For a concentration in finance, a student should complete Business 35000 and 35200 (or 35901 and 35902) and at least two courses from the following list: Business 30130, 34101, 35100, 35101, 35120, 35130, 35131, 35132, 35201, 35202, 35203, 35903, 35904, 35905, and 35906. A student taking Business 35000 and 35200 may count either Business 35901 or 35902 (but not both) as one of the two additional courses.

The analytic concentration in finance requires that students take six courses from the following list: Business 34101, 35101, 35120, 35130, 35131, 35132, 35200, 35201, 35202, 35901, 35902, 35903, 35904, 35905, and 35906. Two of the six courses must be taken from the following list: Business 35130, 35131, 35132, 35901, 35902, 35903, 35904, 35905, and 35906.

Courses in the field are listed below:

35000. Investments
 35100. Financial Instruments
 35101. Futures, Forwards, Options, and Swaps: Theory and Practice
 35120. Portfolio Management
 35130. Fixed Income and Asset Pricing
 35131. Financial Engineering: Cases in Financial Risk Management
 35132. Financial Engineering: Mathematical Models of Option Pricing and Their Estimation
 35200. Corporation Finance
 35201. Cases in Financial Management
 35202. Financial Markets and Institutions
 35203. The Corporation and Its Legal/Institutional Environment
 35600. Seminar: Finance
 35601. Workshop in the Theory of Organizations
 35901, 35902, 35903, 35904. Theory of Financial Decisions I, II, III, IV
 35905. Topics in Finance
 35906. Behavioral Finance
 34101. Entrepreneurial Finance and Private Equity
 31301. Individual Study in Business (M.B.A.-level)
 31901. Individual Study in Business (Ph.D.-level)

Related courses:

Business 30116. Accounting and Financial Analysis I
 Business 30117. Accounting and Financial Analysis II
 Business 30130. Financial Statement Analysis
 Business 33401. Money and Banking
 Business 33502. International Financial Policy
 Business 33503. Managing the Firm in the Global Economy
 Business 33504. International Financial Markets and Institutions: Development, Performance, and Regulation
 Business 41202. Analysis of Financial Time Series
 Economics 36100. Public Finance in the American Economy
 Economics 36200. Monetary and Fiscal Policy
 Law 42300. Corporation Law
 Law 42500. Corporate Finance

GENERAL MANAGEMENT

Courses in general management are taught by Balson, Batts, Bothner, Burt, H. Davis, Dessein, Dobrev, Fogel, Garber, Garicano, Gertner, Ginzel, Gneezy, Gould, Haas, Hastie, Hsee, Hubbard, Klayman, Kleinman, S. Marciano, Menon, Phillips, Picker, Rottenstreich, Spindler, Stuart, Sylla, Thaler, Wittenbrink, Wu, Yakubovich, Zangwill, and Zonis.

The general management curriculum focuses on the concepts and techniques needed to manage effectively. General management courses typically take the perspective of upper management, such as the head of an organization, a business unit, or a division. A distinguishing feature of general management problems is that they are often ambiguous and they often cut across functional-area boundaries. Examples include the formulation and implementation of business-level and corporate-level practices and strategy. An essential part of being an effective manager is a deep understanding of the management and behavior of people working in organizations. Our curriculum includes courses on organizational behavior, organization structure, market structure and coordination, managerial decision making, leadership, and ethics.

General management courses are found in three curriculum areas, each representing a different perspective. These are managerial and organizational behavior, organizations and markets, and strategic management, described below. Faculty in the three areas work together in teaching and research to provide a unique, interdisciplinary, Chicago approach to studies in general management, drawing on economics, cognitive and social psychology, and sociology. In general management classes, students learn to apply the most recent social science research to important questions of application and implementation in realistic settings.

The general management requirement is to complete one core course in each of two subsets: (A) 39001, 42001, or 42002; and (B) 38001, 38002, 38003, or 39002. A student receives a concentration in general management by completing a total of four courses in general management, as well as all six of the GSB's breadth requirements (only four of six are required for graduation). Students interested in a concentration can select any combination of four courses from across the three curriculum areas. Courses applied to a general management concentration also can be counted toward

additional concentrations in managerial and organizational behavior or strategic management, if desired (see below).

Managerial and Organizational Behavior (MOB)

Courses in managerial and organizational behavior are taught by Fogel, Ginzel, Gneezy, Hastie, Hsee, Klayman, T. Menon, Phillips, Rottenstreich, Surdam, Thaler, Wittenbrink, Wu, Yakubovich, and Zonis.

Courses in MOB are designed to provide students with conceptual frameworks for understanding the human elements of working and managing in organizations. These courses draw heavily from the most recent research in psychology and other social sciences.

Four MOB courses can be used to satisfy part of the general management requirement: 38001, 38002, 38003, and 39002. Any of them can be taken as a first course in MOB, to be followed by additional courses according to interests. Elective courses also are offered on topics such as innovation and change in organizations (38104), the role of the outside consultant (38107), strategies and processes of negotiation (38103), theory and practice of leadership (38110 and 38111), and business ethics (38114 and 38115).

A concentration in managerial and organizational behavior consists of any four of the following courses: 38001, 38002, 38003, 38103, 38104, 38107, 38110, 38111, 39002, and 31702, including the course used to satisfy the MOB component of the general management requirement. Students concentrating in MOB also are encouraged to attend the behavioral science workshops series.

Ph.D. students seeking to pursue studies in MOB should consult "Programs of Education: The Ph.D. Program" or the Ph.D. *Student Handbook*. (See also the area of Organizations and Markets.)

Courses in the field are listed below:

38001. Managing in Organizations
 38002. Managerial Decision Making
 38003. Power and Influence in Organizations
 38103. Strategies and Processes of Negotiation
 38104. Innovation and Change in Organizations
 38107. Consulting to Organizations
 38110. The Practice of Leadership in Business
 38111. Theories of Leadership
 38114. A Guide to Business Ethics
 38115. Ethics of Business and Economic Activities
 38601. Workshop in Behavioral Science
 38901, 38902, 38903. Current Topics in Behavioral Science I, II, III
 38911. Research Methods in Behavioral Science
 38912. Behavioral Economics
 39002. Network Structures of Effective Management
 31301. Individual Study in Business (M.B.A.-level)
 31901. Individual Study in Business (Ph.D.-level)

Related courses:

Business 33032. Managing the Workplace
 Business 33302. International Comparative Organizations
 Business 37000. Marketing Management
 Business 37101. Consumer Behavior
 Business 37203. Advertising and Promotion Management
 Business 39001. Strategy and Structure: Markets and Organizations
 Business 39600. Organizations and Markets Workshop
 Business 39901. Organizations and Environments
 Business 39902. Frontiers of Organizational Sociology
 Business 42002. Business Policy
 Psychology 35600. Cognitive Psychology
 Psychology 37300. Experimental Design
 Sociology 33100. Organizational Analysis
 Sociology 35000. Organizational Decision Making

Organizations and Markets (O&M)

Courses in organizations and markets are taught by Bothner, Burt, Dobrev, Phillips, Stuart, and Yakubovich.

O&M courses address the design of effective management structures and strategies, with particular emphasis on multi-business and technology-based companies. The central concern of the area is structuring and running organizations to create the greatest possible value. On the microanalytic side of organizations and markets, courses develop principles to help managers craft relationships with superiors, colleagues, and subordinates to achieve effective coordination within a broader organization structure. On the macroanalytic side of organizations and markets, courses develop principles that inform the optimal scope and structure of the multi-unit firm, and that examine strategy formulation and market structures in high technology firms and industries.

Organizations and markets research at the GSB is anchored at the doctoral level in organization theory and organizational sociology. O&M Ph.D. students also do coursework in other areas of the university, most notably the Department of Sociology (ranked number one in the country for program and faculty quality). Students interested in Ph.D.-level studies in organizations and markets are encouraged to attend the Group's weekly workshop.

Ph.D. students can pursue studies in organizations and markets either as their primary concentration or as a support area (see the Ph.D. *Student Handbook* for curriculum details).

Courses in the field are listed below:

39001. Strategy and Structure: Markets and Organizations
 39002. Network Structures of Effective Management
 39101. Technology Strategy
 39600. Workshop in Organizations and Markets
 39601. Argument and Evidence Workshop
 39901. Organizations and Environments

39902. Frontiers of Organizational Sociology
 31301. Individual Study in Business (M.B.A.-level)
 31901. Individual Study in Business (Ph.D.-level)

Strategic Management

Courses in strategic management are taught by Balson, Batts, Bothner, H. Davis, Dessein, Dobrev, Garber, Garicano, Gertner, Gould, Haas, Hubbard, Kleinman, S. Marciano, Picker, Spindler, Stuart, Sylla, Yakubovich, and Zangwill.

Strategic management courses focus on the choices, tradeoffs, and activities of general managers in achieving a strong competitive position. The study of a company's external environment, strategic resources, and capabilities and the organization's internal structure form the foundation for analyzing management decisions that have a fundamental impact on what the organization does and how it does it.

Numerous elective courses build on foundation courses to explore specific issues in strategic management in depth and develop additional tools to analyze strategic decision making.

A concentration in strategic management requires four courses from 33503, 34102, 34103, 37400, 37701, 39001, 39101, 42001, 42002, 42101, 42102, 42103, 42104, 42105, 42106, 42107, 42108, 42109, 42110, 42111. Students can only count one course to both the entrepreneurship and strategic management concentrations.

Courses in the field are listed below:

42001. Competitive Strategy
 42002. Business Policy
 42101. Advanced Competitive Strategy: Game Theory in Practice
 42102. The Strategy Symposium
 42103. Applied Strategic Management/INTOPIA
 42104. The Practice of Strategy in Business
 42105. Special Topics in Strategic Management
 42106. Strategic Leverage
 42107. Taking Charge
 42108. Corporate Governance
 42109. The Corporation and Public Policy
 42110. Strategic Investment Decisions
 42111. Strategy and the Information Economy
 42112. Management Strategies of Successful Firms
 42200. Law and Business
 42201. The Legal Infrastructure of Business
 42202. Law and Management
 39001. Strategy and Structure: Markets and Organizations
 39101. Technology Strategy
 31301. Individual Study in Business (M.B.A.-level)

Related courses:

Business 33032. Managing the Workplace
 Business 33201. Industrial Organization
 Business 33202. Economics of Regulation
 Business 33302. International Comparative Organizations
 Business 33921, 33922. Advanced Industrial Organization I, II
 Business 34103. New Enterprise and Small Business Management
 Business 35203. The Corporation and Its Legal/Institutional Environment
 Business 33503. Managing the Firm in the Global Economy
 Business 37400. Marketing Strategy
 Business 37701, 37702. Laboratory in New Product and Strategy Development
 Business 38003. Power and Influence in Organizations
 Business 38110. The Practice of Leadership in Business
 Business 38111. Theories of Leadership
 Business 38601. Workshop in Behavioral Science
 Business 39001. Strategy and Structure: Markets and Organizations

HUMAN RESOURCE MANAGEMENT

Courses in human resource management are taught by Gibbs, Madrian, Prendergast, Topel, and Wildman.

Employee compensation accounts for nearly three-fourths of costs in the typical American firm, a proportion that has risen steadily during the recent past. Consequently, understanding the operation of labor markets is important for formulating and implementing management strategies. For example, creative compensation strategies can have a powerful impact on labor productivity and costs. Further, increased government regulation of employment relationships implies that managers must be aware of the legal consequences of various employment practices and know how to adapt profitably to changes in the regulatory environment.

A concentration in human resource management will be valuable for students interested in general management and management consulting careers, as well as those who wish to specialize in managing employee relations for large organizations. Students may concentrate by taking any three of Business 33031, 33032, 33301, 33302 and 33311.

Courses in the field are listed below:

33031. The Employment Relationship
 33032. Managing the Workplace
 33301. Management, Unions, and Collective Bargaining
 33302. International Comparative Organizations
 33311. Government Regulation and the Employment Relationship
 33312. Public Policies Toward Business
 31301. Individual Study in Business (M.B.A.-level)
 31901. Individual Study in Business (Ph.D.-level)

Related courses:

Business 38001. Managing in Organizations
 Business 38103. Strategies and Processes of Negotiation
 Economics 34100. Labor Markets
 Economics 34200. Quantitative Labor Economics
 Law 43100, 43200. Labor Law I, II

INTERNATIONAL BUSINESS

Courses in international business are taught by Aguiar, Aliber, Ball, Gopinath, Leclerc, Prendergast, Romalis, Young, and Zonis.

The program in international business is designed to provide a broad background in understanding the international environment for economic policy and the impact of globalization on business decision making. The courses focus on the analytical problems of the international financial and commercial systems. The design, operation, and interaction of these systems are considered. The international environment is examined for its effect on the way firms finance, organize, plan, and conduct their activities.

The international business concentration requires students to take three courses from Business 30119, 33302, 33402, 33501, 33502, 33503, 33504, 33510, 33511, 33520 and 37304. At least one must be 33501 or 33502. Courses that are taken through the International Business Exchange Program and are substantially similar to GSB courses can be used as substitutes. In no case can more than one I.B.E.P. course be used as a substitute, and students should petition for substitutions before going abroad.

Students may elect courses from other departments of the university. Reading courses are available for students who wish to investigate more thoroughly subjects of particular interest.

Courses in the field are listed below:

30119. International Accounting
 33302. International Comparative Organizations
 33402. Understanding Central Banks
 33501. International Commercial Policy
 33502. International Financial Policy
 33503. Managing the Firm in the Global Economy
 33504. International Financial Markets and Institutions: Development, Performance, and Regulation
 33510. Emerging Financial Markets
 33511. The Politics and Economics of Development
 33520. Special Topics in International Business
 33650. Workshop in International Economics
 37304. Global Marketing Management
 31301. Individual Study in Business (M.B.A.-level)
 31901. Individual Study in Business (Ph.D.-level)

Related courses:

Business 31201. Global Issues Seminar
Business 31204. Politics in a World of Interdependent Economics

MANAGEMENT SCIENCE AND INFORMATION SYSTEMS

Courses in management science and information systems are taught by Martin, Schrage, and Valluri.

Management science and information systems comprise two distinct but closely related areas. Together they provide powerful tools for analyzing and solving management problems.

Management science courses emphasize making managerial decisions. The courses describe problems in a variety of functional areas and present many of the most widely used solution techniques. All treat, with various emphases, identifying the problem, building a mathematical model, analyzing the model using actual and/or judgmental data, and translating the recommendations of the model into action.

Courses in information systems are concerned with the computer-related problems of collecting, storing, analyzing, and distributing information, especially as it relates to the Internet.

Courses in the field are listed below:

36101. Mathematics for Business Analysis
36102. Introduction to Computer-Based Models
36103. E-Business Technology
36600. Workshop in Management Science
31301. Individual Study in Business (M.B.A.-level)
31901. Individual Study in Business (Ph.D.-level)

Related courses:

Business 30115. Advanced Topics in Managerial Accounting: Performance Measurement, Decision Making, and Incentives
Business 38103. Strategies and Processes of Negotiation

MARKETING MANAGEMENT

Courses in marketing management are taught by Anderson, Balakrishnan, Bergen, Calvin, Chintagunta, Dahl, Dhar, Dube, Fogel, Frenzen, Jeuland, Leclerc, Manchanda, McGill, Middlebrooks, Peck, Puri, Rajiv, Rossi, van Osselaer, and Vilcassim.

Broadly construed, the marketing function is responsible for matching the competitive skills of the organization with demands of the market to achieve the optimal return on assets and investments. The practice of marketing has grown more challenging in recent years due to the increased pace and intensity of competitive activity, the greater complexity, diversity, and volatility of consumer preferences, the increased rate of

technological change and its impact of product and service development, and the greater availability of information. Marketing is not so much about tactics, such as creating ads or promotions, as it is about basic firm strategy. As a consequence, the curriculum at Chicago GSB emphasizes rigorous, analytical, framework-based approaches to marketing decisions with a focus on sophisticated models of information integration and financial discipline.

The core of the marketing curriculum is Marketing Strategy (Business 37000). The rest of the marketing electives can be divided into four groups: fundamental knowledge and tools, tactics, institutions and industries, and advanced strategy. The fundamental knowledge and tools courses (37101, 37102, 37103, and 37104) provide skills that may be applied across a wide range of decisions. The tactics courses (37201, 37202, 37203, 37204, and 37205) address the primary marketing control variables related to product and service design, pricing, communication, and logistics and channel management. The institutions and industry courses (37301, 37302, 37303, and 37304) apply knowledge in distinct environments, for example, in services, international, or high-tech markets. The capstone strategy course (37400) integrates prior marketing knowledge and ties the marketing function to the overall competitive strategy of the firm.

Students who intend to go into careers with large marketing components (which include many consulting jobs) should plan on taking five or six courses in marketing and include at least one course from each of the four groups of electives. To obtain a concentration in marketing, students must take Business 37000 and at least three additional marketing electives; either Business 37701 or 37702 may count, but not both.

In addition to the portfolio of traditional classroom-format courses, the marketing group sponsors the Laboratory in New Product and Strategy Development (NPL), Business 37701 and 37702. Students in the lab work on “live” industry projects that range from the development of new products to devising a marketing strategy for a new market. The NPL provides a unique exposure to the business world and to the implementation of marketing strategies. Business 37000 is required for the NPL.

Courses in the field are listed below.

37000. Marketing Strategy
37101. Consumer Behavior
37102. Analytical Methods in Marketing for Product Development
37103. Data-Driven Market Analytics
37104. Economics and Demography of Marketing
37201. Developing New Products and Services
37202. Pricing Strategies
37203. Marketing Communications
37204. Sales Force Management
37205. Going to Market: Managing Channel Strategy
37301. Internet Marketing Strategy
37302. Marketing Strategies in High-Technology Industries
37303. Marketing of Services
37304. Global Marketing Management
37400. Advanced Marketing Strategy
37601. Marketing Workshop

37701, 37702. Laboratory in New Product and Strategy Development
 37901. Advanced Marketing Theory (Proseminar)
 37902. Advanced Marketing Theory: Quantitative Perspectives
 37903. Advanced Marketing Theory: Behavioral Science Approach
 31301. Individual Study in Business (M.B.A.-level)
 31901. Individual Study in Business (Ph.D.-level)

Related courses:

Business 41301. Statistical Insight in Marketing Consulting

OPERATIONS MANAGEMENT

Courses in operations management are taught by Adelman, Chayet, DeHoratius, Eisenstein, Schrage, and Zangwill.

Operations management is concerned with the problems of developing, producing, and delivering goods and services. The focus is on how to combine concepts, models, and data to help managers develop better systems and make better decisions concerning operations. These skills are important to general managers and in many consulting assignments as well as to those who work directly in operations.

Courses in operations management include Business 40000, 40101, 40102, 40103, 40104, 40105, and 40106. The breadth requirement in the curriculum can be satisfied by taking any one of the first five courses in this list. A concentration consists of taking at least three courses from the entire list.

Courses in the field are listed below:

40000. Operations Management: Business Process Fundamentals
 40101. Supply Chain Strategy and Practice
 40102. Operations Strategy
 40103. Operations Management and Strategy
 40104. Managing Logistics/Distribution Systems
 40105. International Operations Management
 40106. Special Topics in Operations Management
 31301. Individual Study in Business (M.B.A.-level)
 31901. Individual Study in Business (Ph.D.-level)

Related courses:

Business 30115. Advanced Topics in Managerial Accounting: Performance Measurement, Decision Making, and Incentives
 Business 33032. Managing the Workplace
 Business 33301. Management, Unions, and Collective Bargaining
 Business 41302. Quality and Productivity Improvement

COURSE DESCRIPTIONS

The following descriptions are intended to provide general information on course content. For any course, the recommended prior study may be expressed in general terms, as a Graduate School of Business course, or as an equivalent elsewhere. A faculty member may modify the prerequisites for a course that he or she is teaching; such modifications will be indicated in the extended course description prepared by the faculty member and printed in the *Curriculum Guide*, which is distributed to matriculated students just prior to autumn quarter registration.

The course unit is the measure of credit. One full unit (100) is equivalent to three semester hours or five quarter hours. Courses of greater or lesser value than one unit carry proportionately more or fewer semester or quarter hours of credit. A quarter's program of three courses is the equivalent of ten semester hours in institutions operating on the semester plan and fifteen quarter hours in institutions operating on the quarter plan.

Abbreviations used in the course descriptions below include "prereq" for the word "prerequisite" and the symbol = for "identical with."

30000. FINANCIAL ACCOUNTING. Provides framework for understanding and interpreting the external accounting reports of corporations. Analyzes the correspondence between the Generally Accepted Accounting Principles and economic events affecting firms.

30001. MANAGERIAL ACCOUNTING. Focuses on firms' internal accounting information systems and their use in decision making, planning and control, and performance evaluation. The course adopts the perspective of a user of internal accounting information. Typical users include general managers, brand or production managers, management consultants, financial analysts, and investment bankers. Prereq: Bus 30000, 33001, and 41000, or equivalents.

30115. ADVANCED TOPICS IN MANAGERIAL ACCOUNTING: PERFORMANCE MEASUREMENT, DECISION MAKING, AND INCENTIVES. Develops the ability to design effective management control systems to implement an organization's strategic objectives. Examples of implementation tools include balanced business scorecards, economic value-added metrics, cultural control processes, decentralization, internal market mechanisms, activity-based management, and pay-for-performance plans. This course offers a conceptual framework, the Four Factors of Implementation, that integrates all these implementation techniques into a practical and immediately usable diagnostic tool. The course is aimed at individuals interested in careers as managers in manufacturing and service organizations and as management consultants. Prereq: Bus 30000, 30001, and 33001. (Not scheduled in 2001–02.)

30116. ACCOUNTING AND FINANCIAL ANALYSIS I. Deals with interpreting the impact on firms' external accounting reports of economic events affecting asset valuation, revenue recognition, cost expiration, and capital contributions. Targets those interested in careers as financial analysts, corporate financial managers and planners, investment bankers, and management consultants. Prereq: Bus 30000.

30117. ACCOUNTING AND FINANCIAL ANALYSIS II. Emphasizes interpretation of the impact on firms' external accounting reports of economic events such as mergers and acquisitions, divestitures, bankruptcies, and foreign currency transactions. Specialized financial contracts, such as swaps, forward and futures contracts, and off balance sheet financing also are analyzed. Targets those interested in careers as financial analysts, corporate financial managers and planners, investment bankers, and management consultants. Prereq: Bus 30000.

30118. TAXES AND BUSINESS STRATEGY. This course presents a framework for thinking about how taxes affect business strategy. The framework integrates concepts from finance, economics, and accounting to provide the student a more complete understanding of tax planning and strategy. Topics include tax planning for mergers, acquisitions, and divestitures, taxation of investments, tax arbitrage strategies, international tax planning, and others. Prereq: Bus 30000.

30119. INTERNATIONAL ACCOUNTING. Detailed comparative study of financial accounting practices in other countries, with particular emphasis on financial reporting in emerging markets. Also covers accounting issues arising in multinational enterprises: foreign currency translation, accounting for foreign currency transactions, transfer pricing, and budgeting. Briefly addresses international taxation, international accounting harmonization, and cross-border listing requirements. Prereq: Bus 30000 or equivalent.

30130. FINANCIAL STATEMENT ANALYSIS. Examines the role of financial statement analysis in the evaluation of a firm and in forecasts of its future profitability and financial viability. Targets those interested in careers as financial analysts, corporate financial managers and planners, investment bankers, and management consultants. Prereq: Bus 30000, 35000, and 41000.

30600. WORKSHOP IN ACCOUNTING RESEARCH. Discussion of papers prepared for the workshop by faculty, students, and others, dealing with current topics in accounting research. Prereq: admission to doctoral program and consent of instructor.

30901. TOPICS IN ACCOUNTING RESEARCH. A critical survey for Ph.D. students of selected areas of accounting research. Topics include empirical and nonempirical work on compensation and the stewardship uses of accounting information, taxation, and accounting regulation.

30902. EMPIRICAL RESEARCH IN ACCOUNTING. For Ph.D. and advanced M.B.A. students, more intensive and research-oriented treatment of topics studied in Bus 30130. Topics include time series properties of earnings, the association between stock returns and accounting earnings measures, and the economic consequences of accounting choice. Prereq: Bus 35901.

30903. TOPICS IN EMPIRICAL ACCOUNTING RESEARCH. An extension of the topics covered in Bus 30902, focusing on certain emerging issues and some well-known issues that remain controversial.

31001. LEADERSHIP EFFECTIVENESS AND DEVELOPMENT (LEAD). Provides a common educational experience within the GSB's flexible curriculum. The objective is to strengthen general management skills through a cohort experience and experiential learning. Provides interactive training in negotiation, presentation skills, and organizational development and exposure to a broad range of decision and interpersonal issues faced by general managers. Class activities revolve around student cohorts that build self-awareness and a sense of community. A required, noncredit course for first-year full-time students taken on a Pass/Fail basis.

31201. GLOBAL ISSUES SEMINAR. A required introductory course for I.M.B.A. students that includes weekly lectures, workshops, and case studies. Concludes with a nine-day field seminar outside of the United States.

31204. POLITICS IN A WORLD OF INTERDEPENDENT ECONOMIES. A course offered for the I.M.B.A. program that analyzes political change and assesses its domestic and international economic and financial consequences. Readings in social science disciplines and from ethnographic materials on the politics of particular countries.

31701, 31702. LEADERSHIP EFFECTIVENESS AND DEVELOPMENT LABORATORY (LEAD LAB). This two-quarter laboratory course designs and implements Bus 31001 (Leadership Effectiveness and Development). In spring quarter, students work together in facilitator teams developing the influencing, presenting, facilitating, coaching, and mentoring skills essential to be able to run the program effectively in the fall. In autumn quarter, these facilitator teams are responsible for the learning experience of two cohorts of first-year students. Interested students apply during winter quarter and undergo an extensive and highly competitive application process from which successful applicants are invited to take part. Information meetings are held in December and early January.

31901. INDIVIDUAL STUDY IN BUSINESS (Ph.D.-LEVEL). Independent study on subject matter not covered by formal courses or research in any of the fields herein outlined. Prereq: consent of instructor.

32101. ADVANCED PROFESSIONAL WRITING. An intensive and pragmatic course with two objectives: to sharpen each student's own skills by teaching the techniques of clear, coherent, and efficient writing; and to provide students with the tools they need to manage the writing of others.

33001. MICROECONOMICS. A course in intermediate microeconomic analysis and its application to business decisions and strategy. Topics include the theory of demand and consumer behavior, production and the theory of supply, market equilibrium, market organization and imperfect competition, pricing strategies, behavior under uncertainty, and externalities.

33031. THE EMPLOYMENT RELATIONSHIP. A broad survey of basic ideas, data, and problems in this field, including material about the labor force and labor market, management's policy alternatives, unions, selected issues in the employment relationship, and some public policy problems.

33032. **MANAGING THE WORKPLACE.** A general managerial framework for understanding the internal workings of the firm. Topics include the hierarchical structure of employment, labor recruitment, work motivation and productivity, compensation policy, on-the-job learning, labor turnover, information networks, and the design of organizations. Considers the relationship between human resource management and the overall operation of the firm. Prereq: Bus 33001.

33040. **MACROECONOMICS.** Analyzes determinants of the aggregate behavior of the economy, especially the level of national output (GNP) and its major components (consumption, investment, government spending, and net exports), the general level of prices (or the rate of price inflation), and the levels of nominal and real interest rates. Topics include factors affecting longer-term economic growth, influence of monetary and fiscal policy on the aggregate behavior of the economy, and macroeconomic interaction among national economies through trade and capital flows. Roughly equivalent to an intermediate-level course in macroeconomics taught in an outstanding undergraduate program. (Students who have recently taken such an undergraduate course should consider Bus 33401 as a substitute.) Prereq: Bus 33001 or equivalent.

33101. **ADVANCED MICROECONOMIC ANALYSIS.** A selection of topics in applied price theory. The course explains issues in pricing policy, such as price discrimination, two-part tariffs, nonlinear pricing, and pricing over time. Other topics include vertical restrictions between firms, durable goods, auctions, insurance, and peak-load pricing. Prereq: Bus 33001 or its equivalent and a knowledge of calculus.

33201. **INDUSTRIAL ORGANIZATION.** The role of the firm structure of industries in the performance of industrial markets, including the effects of oligopoly and collusion on prices and output. The economics of advertising and information. The internal structure of the firm and vertical relationships between firms. The firm's response to legal restrictions on collusion, price discrimination, vertical integration, etc. Prereq: Bus 33001 or equivalent.

33202. **ECONOMICS OF REGULATION AND DEREGULATION.** Analysis of government regulation of markets. Economic theories of the causes of regulation, the behavior of regulators, and the adaptation of firms to regulation and deregulation. The effects of regulation and deregulation in utilities, transportation, the control of pollution, the quality of consumer goods and services, financial markets, etc. Prereq: Bus 33001 or equivalent.

33211. **PRICING PRACTICES AND POLICIES.** Application of price theory to explain industry pricing practices; sorting customers and price discrimination; the use of prices to solve incentive and free rider problems in manufacturer-dealer relations; why firms have sales and the theory of markdown pricing; price policies designed to enhance a seller's reputation for honest behavior; price, output, and entry in innovating industries; the cost of time and theory of full prices; pricing to internalize externalities among firms; government regulation of price, quality, and market information. Prereq: Bus 33001 or equivalent. (Not scheduled in 2001–02.)

33215. **THE BUSINESS AND ECONOMICS OF THE SPORTS INDUSTRY.** Examines the sports industry in order to exemplify many of the economics and business concepts taught at the M.B.A. level. Topics include pay and performance, stadium financing, expansion and franchise movement, labor relations, and sports gambling. Guest speakers from the industry will appear at a few of the classes.

33220. **BUSINESS, PUBLIC POLICY AND THE NEW ECONOMY.** An applied economics course that analyzes the impact of public policy on various information-based businesses. Topics include the spread of broadband and the open access debate, taxation and the Internet, telecommunications pricing and access rules, the competition between cable and satellite and the implications for regulatory policy, antitrust policy in high-tech markets such as the Microsoft trial, policy toward online B2B exchange joint ventures between competitors, copyright and patent policy for the Internet, and efforts to close the digital divide. Prereq: Bus 33001.

33301. **MANAGEMENT, UNIONS, AND COLLECTIVE BARGAINING.** Study of union-management relations, including government regulation, the unions' impact on the labor market, the collective bargaining process, and selected collective bargaining issues. Particular attention is paid to different dispute settlement techniques, arbitration, strikes, and negotiations. Prereq: Bus 33001.

33302. **INTERNATIONAL COMPARATIVE ORGANIZATIONS.** Analyzes differences in structure of organizations across countries. Topics include employment security, worker participation, skill collection, vertical integration, industry-government relations, and the financial structure of organizations. Prereq: Bus 33001 and a basic knowledge of calculus and probability.

33311. **GOVERNMENT REGULATION AND THE EMPLOYMENT RELATIONSHIP.** Exploration of ways in which the law in the United States impinges on employer-employee relations and the firm's employment decisions. Emphasis on a study of the immediate practical consequences and broader public policy impact of (1) the legal structure underlying collective bargaining in private and public sectors of the economy and (2) Titles VI and VII of the 1964 Civil Rights Act (EEOC, "affirmative action," etc.). "Landmark" administrative agency and U.S. Supreme Court decisions in these areas of interest are the primary (but not exclusive) vehicle for investigation. Prereq: Bus 33001.

33312. **PUBLIC POLICIES TOWARD BUSINESS.** Philosophy and public policy in the United States with respect to business and entrepreneurial activity generally as manifest in statutes, court decisions, behavior of regulatory agencies, and underlying cultural and attitudinal context.

33401. **MONEY AND BANKING.** Emphasis is placed on the linkages between the financial system and the economy. Topics discussed include operation of banks and the banking system; government regulation of the banking system and the control of the quantity of money by the central bank; and influence of monetary policy (and fiscal policy) on economic activity, price level, exchange rates, and interest rates. Prereq: Bus 33001 and 33040, or equivalents.

33402. UNDERSTANDING CENTRAL BANKS. An advanced macroeconomics course that will analyze the role and performance of central banks (particularly the Federal Reserve, the Bank of Japan, and the European Central Bank) and other international agencies such as the International Monetary Fund in the world economy. Covers two broad themes: financial crises and the art of making (and interpreting) monetary policy, with a heavy emphasis on current events.

33450. REAL ESTATE INVESTMENT ANALYSIS. Provides an understanding of inherent risks and comparative returns of real estate as an investment alternative, as well as a practical working knowledge of real estate investment decision process. Explores various aspects of real estate process, including market analysis, development, cash flow projection/rate of return analysis, tax considerations, financing alternatives, and portfolio analysis. Prereq: Bus 35000.

33451. REAL ESTATE FINANCE AND ECONOMICS. Provides students with the quantitative skills for analyzing mortgages and real estate and develops a solid financial intuition for real estate decisions. The course takes the perspective of the financial manager of a real estate firm and develops concepts and techniques to evaluate mortgages and income producing properties. We consider how the characteristics of the property, the local market, the participants, and the institutional environment influence real estate decisions.

33470. POPULATION AND THE ECONOMY (= Economics 32200). The effects of swings in population on the stability of the economy and on business opportunities. In both the short run and the medium run, shifts in demographic rates, including migration, are a more destabilizing influence than unwise macroeconomic policy or abrupt political realignments. Population change poses major challenges to policymakers in business and in government. Topics include the effects of demographic changes on markets for labor and capital, on savings rates and the structure of investment, on taxes and government expenditures, and on household behavior. Methods of planning for consequences of population changes, including forecasting techniques. Prereq: Bus 33001 or equivalent.

33501. INTERNATIONAL COMMERCIAL POLICY. Analysis of international allocation of resources, movements of factors of production, and determinants of trade flows and relative prices. Analysis of the instruments of international commercial policy (tariffs and quotas), optimal economic policies, trade and growth, and economic integration. Prereq: Bus 33001 or equivalent.

33502. INTERNATIONAL FINANCIAL POLICY. Analysis of the determinants of the behavior of the balance of payments, spot and forward exchange rates, international trade flows and capital movements, and related phenomena. The interaction between national governments and private economic agents in determining the behavior of key macroeconomic variables in the context of a multicountry world economy. Prereq: Bus 33001 and 33040, or equivalents.

33503. MANAGING THE FIRM IN THE GLOBAL ECONOMY. Problems of firms engaged in international business, including motivations for production and foreign operations, strategy of foreign involvement, control of foreign operations, and financing of foreign activities. International tax management and international management contrasted with domestic operations of comparable firms. Students concentrating in international business should take this course at the end of the sequence of courses in this concentration. Prereq: substantial completion of M.B.A. requirements.

33504. INTERNATIONAL FINANCIAL MARKETS AND INSTITUTIONS: DEVELOPMENT, PERFORMANCE, AND REGULATION. Examines important issues in the rapidly evolving area of international financial markets and institutions. Topics include a comparison of financial markets and institutions in leading industrial countries and emerging markets, the development of the international banking system, government regulation of national and international activities of financial institutions, and the role of the World Bank and the International Monetary Fund.

33510 EMERGING FINANCIAL MARKETS. This course will provide an overview of emerging capital markets and equip students to think critically about risk management issues in these markets. The first half of the course will provide frameworks for analyzing currency and debt markets to weigh the risks caused by crises and contagion in the short run against investment opportunities driven by fundamentals in the long run. The second part of the course will focus on assessing country creditworthiness, political risk, debt restructuring, and sovereign default risks in international borrowing and lending.

33511. THE POLITICS AND ECONOMICS OF DEVELOPMENT. Examines the factors influencing growth in less developed countries around the world. This will be a two-quarter course. The autumn quarter will focus on the theory of development, assessing the relative significance of cultural and economic forces. The second half of the course will consist of a client project, involving field research in a developing country. Regional focuses will include Latin America, Eastern Europe, and the Pacific Rim.

33520. SPECIAL TOPICS IN INTERNATIONAL BUSINESS. Recent topics include Europe and the U.S. dollar from the point of view of Europeans, key financial decisions of the firm, and managing in Latin America.

33610. APPLIED ECONOMICS WORKSHOP. The workshop features presentations of new applied research in microeconomics and related fields by Chicago faculty and Ph.D. students as well as invited speakers.

33620. WORKSHOP IN ECONOMIC AND LEGAL ORGANIZATION (= Economics 58000, Law 56100). A seminar for Ph.D. students and faculty devoted to studies in the structure and behavior of industries with special emphasis on the role of government regulation.

33640. CONSUMPTION WORKSHOP. A seminar for Ph.D. students and faculty devoted to studies of consumption and savings behavior of individuals in the economy.

33650. WORKSHOP IN INTERNATIONAL ECONOMICS (= Economics 57000). A seminar for Ph.D. students and faculty exploring the economics and politics of international trade and finance, exchange rates, trade and growth, economic integration, international financial crises, and globalization.

33901. ADVANCED PRICE THEORY. Focuses on providing students with an introduction to basic tools and techniques for building micro- and macroeconomic models so that students can read and participate in economic research. Prereq: completion of graduate-level microeconomics and knowledge of basic calculus.

33911. THE ECONOMICS OF INFORMATION. Introduces students to a range of economic tools used to study models explicitly involving strategic behavior, information transmission, and contracting in economics and finance. These tools include agency theory, signaling theory, and game theory. In addition, some applications of these tools are covered.

33921, 33922, 33923. ADVANCED INDUSTRIAL ORGANIZATION I, II, III (= Economics 38600, 38700, 38800). An advanced alternative to Bus 33101, 33201, and 33211 for Ph.D. and advanced M.B.A. students. Topics include theoretical and empirical discussions of competition, multiproduct firms, monopolistic competition, oligopoly, monopoly, empirical studies of profits and concentration, strategic behavior (e.g., predatory pricing, product design), R&D, patents, durability, market behavior when quality is unobservable, advertising, brand switching, and vertical restrictions (resale price maintenance, exclusive dealing, exclusive territories). Prereq: solid background in price theory (e.g., Bus 33001 or 33101, or Economics 30000, 30100, 30200).

33925. ECONOMICS OF ORGANIZATIONS. A Ph.D.-level course on the economics of organizations. Among the topics will be assignment of decision rights, incentives, communication, decision-making processes, resource allocation, organizational structure, boundaries of a firm, alliances, and power.

34101. ENTREPRENEURIAL FINANCE AND PRIVATE EQUITY. Provides an understanding of the concepts and institutions involved in entrepreneurial finance and private equity markets. Explores private equity from the perspectives of the entrepreneur/issuer, the private equity partnership (i.e., venture capital and leveraged buyout partnership), and, finally, the investor in private equity partnerships. The course is largely taught through cases. Prereq: Bus 35000 and 35200.

34102. NEW VENTURE STRATEGY. Builds nonmathematical models of success in the world of entrepreneurial business through intensive case analyses of both archival and current situations. Emphasis on developing a framework in which to analyze business opportunities of all sizes. Topics include perspectives, tactics, acquisitions, turn-arounds, finding money, small business strategy, and business plan presentation. Normally taken after completion of a substantial portion of the M.B.A. program.

34103. NEW ENTERPRISE AND SMALL BUSINESS MANAGEMENT. For students interested in starting new businesses, managing small companies, or investing in these

enterprises. Consideration of the development of new businesses and small company management from a strategic perspective emphasizing policy issues rather than technical details. Topics include the nature of the entrepreneurial function, stages of business development, and distinctions between small and large companies in relation to general management and various functional activities such as marketing, finance, accounting, and organization and personnel. Course content and emphasis vary over time. Guest speakers invited when possible and appropriate. Normally taken after completion of a substantial portion of the M.B.A. program.

34104. SPECIAL TOPICS IN ENTREPRENEURSHIP: DEVELOPING A BUSINESS PLAN. Allows students to develop an idea into a business plan. Students will work largely on their own to develop their business plans. The course meets to discuss plans and to discuss challenges students face. Meetings also will provide guidance/discussions on researching the potential market, putting together a team, getting financing, etc. Prereq: advancement to second round of the New Venture Challenge or permission of instructor.

34105. ENTREPRENEURIAL INTERNSHIP SEMINAR. This course will be available to all Kauffman Foundation Interns or by permission of the instructor. It will provide a forum for students to present and interact with one another about the intern experience. Each intern will be required to prepare a case study/analysis about the summer internship project. The intern will have one-on-one meetings with a faculty adviser in the development of the case analysis and a limited number of group meetings with all the interns. The intern will be required to present the analysis to the other interns as well as to faculty in the entrepreneurship program.

34106. COMMERCIALIZING INNOVATION. Focuses on the strategy and tactics of forming or acquiring new ventures as well as increasing shareholder value for business ventures funded with private equity. This course is meant to aid those students who are considering being part of an entrepreneurial project or evaluating such enterprises from the position of a public investor, private investor, or any stakeholder serving these emerging companies.

34201. BUSINESS IN THE ELECTRONIC ECONOMY. The merging of telephone, computers, and data capabilities—the basis of e-commerce—will lead to changes in the structures and strategies of business. Examine these changes while focusing on globalization, regulation, and technology. Prereq: completion of ten courses. (Not scheduled in 2001–02.)

34202. INTERNET VENTURES. Designed to instruct students how to develop both the online and offline marketing and partnership strategies necessary to grow an early stage Web-based business venture into a viable, sustainable business.

34203. LEADERSHIP IN THE NEW E-BUSINESS ECONOMY. Examines redefined roles and attributes of leaders necessary in the collapsed timeframe, global competition, and instant information of the new economy and especially e-business.

34701. NEW VENTURE AND SMALL ENTERPRISE LAB. Provides an opportunity for students to work on specific projects in start-up or entrepreneurial companies primarily related to defining marketing, financing, or general strategies. The students will work in teams of three to five under the supervision of the faculty adviser and the management of the new venture. The students will participate in weekly classroom sessions, meetings with the venture company, and team meetings. Interim and final presentations will be required both in the classroom and to venture management.

34702. PRIVATE EQUITY LAB. Students will work on a specific project assignment for a venture capital or other private equity firm. The projects will involve working with the financial firm on one of its portfolio companies, performing due diligence efforts for prospective investments or researching a new opportunity. Students will work in small teams of two to three members under the supervision of the faculty adviser. The students will participate in weekly classroom sessions, team meetings, client meetings, and formal presentations.

35000. INVESTMENTS. An introduction to the theory of investment valuation, including portfolio policies for individuals and institutions, expected rates of return and risk in financial markets, a review of empirical research on portfolio models, and the behavior of securities prices. Prereq: Bus 30000, 33001, and 41000.

35100. FINANCIAL INSTRUMENTS. The theory of the pricing of options, futures, and other derivatives and its applications in the management of risk, the pricing of claims to the firm, and the pricing of real options. This course is a prerequisite for a number of other electives and planning is recommended. Prereq: Bus 35000.

35101. FUTURES, FORWARDS, OPTIONS, AND SWAPS: THEORY AND PRACTICE. The pricing of commodity and financial futures and the uses of these instruments, including hedging, index arbitrage, and portfolio insurance. Prereq: Bus 35000.

35120. PORTFOLIO MANAGEMENT. An intermediate-level course in asset pricing that builds on the material covered in Bus 35000. Covers forecasting returns and asset allocation; multifactor models; mutual funds and the money management industry; business conditions, economic news, and asset returns; and performance evaluation and style analysis. Prereq: Bus 35000 and 41100.

35130. FIXED INCOME AND ASSET PRICING. Topics include contingent claims, stochastic calculus, models of the term structure, and applications to pricing of fixed income securities such as callable bonds, forwards, futures, mortgage backed securities, etc. Prereq: Bus 35100. (Not scheduled in 2001–02.)

35131. FINANCIAL ENGINEERING: CASES IN FINANCIAL RISK MANAGEMENT. A case-based course in corporate financial risk management. Topics include dynamic hedging and portfolio replication, value-at-risk, the management of exchange rate risk, interest rate risk, credit risk, and operation risk. Prereq: Bus 35100.

35132. FINANCIAL ENGINEERING: MATHEMATICAL MODELS OF OPTION PRICING AND THEIR ESTIMATION. An advanced course covering the numerical techniques currently used to price financial derivative securities. Prereq: Bus 35000 or 35901, 35100, 41100, 41202 or 41401.

35200. CORPORATION FINANCE. Selected problem areas in financial management, including capital expenditure and capital structure policies; dividend policies, mergers, and consolidations; capital markets; and short-term asset management. Prereq: Bus 30000, 33001, 35000, and 41000. In some sections, the prerequisites may be taken concurrently; check the *Curriculum Guide* for specifics.

35201. CASES IN FINANCIAL MANAGEMENT. Cases and problems dealing with the corporation finance issues listed in Bus 35200. Does not introduce these topics, but applies the theories of finance to realistic situations. Covers financing decisions, investment decisions, acquisitions, restructuring, and risk management. Prereq: Bus 35200.

35202. FINANCIAL MARKETS AND INSTITUTIONS. Applications of the theory of finance to the analysis of the demands of individuals and corporations for the services of financial markets and institutions and to the design of new financial products and services. Covers the theories of lending, regulation, interest rates, and transacting and applies these theories to banks, stock exchanges, and investment companies. Prereq: Bus 35000 and 35200; Bus 35200 can be concurrent.

35203. THE CORPORATION AND ITS LEGAL/INSTITUTIONAL ENVIRONMENT. Uses tools from both law and financial economics to study corporate governance, security design and issuance, laws affecting security valuation, and rules governing the relationship between a corporation and its professional advisers. Targets students preparing for investment banking and consulting, and those planning entrepreneurial ventures that will interact with the public capital markets. Prereq: Bus 35000 and 35200. (Not scheduled in 2001–02.)

35600. SEMINAR: FINANCE. Advanced topics in finance discussed in detail. Research topics presented. Faculty from other universities invited to talk at the seminar. Prereq: one year's work in the doctoral program or consent of instructor.

35601. WORKSHOP IN THE THEORY OF ORGANIZATIONS. Advanced research on problems dealing with decision making under uncertainty and with imperfect information. Applications to financial markets and institutions. Research papers presented by faculty and advanced Ph.D. students as well as visiting speakers from other universities. Prereq: one year in doctoral program and consent of instructor.

35901, 35902. THEORY OF FINANCIAL DECISIONS I, II. These courses analyze models for portfolio decisions by investors, the pricing of securities in capital markets, and investment and financing decisions by firms. A more rigorous treatment using economic and statistical analysis is given to the topics studied in Bus 35000 and 35200. Prereq for Bus 35901: Bus 33001; Bus 41100 strongly advised. Prereq for Bus 35902: Bus 35901.

35903. THEORY OF FINANCIAL DECISIONS III. A guide to the most recent literature in corporate finance, both theoretical and empirical. Topics include theory of the optimal ownership structure and allocation of voting rights; conflict between managers and shareholders; peaceful solutions and takeovers; leverage with emphasis on bankruptcy and reorganization. Prereq: Bus 35000 and 35200; Bus 33901 recommended.

35904. THEORY OF FINANCIAL DECISIONS IV. The theory and econometrics of equilibrium asset pricing models (CAPM, ICAPM, APT, CCAPM) and the implications of the absence of arbitrage in terms of the equivalent martingale measure applied to the pricing of derivative securities. Prereq: Bus 35901 or consent of the instructor.

35905. TOPICS IN FINANCE. An advanced topics course whose content varies year by year, covering topics such as asset pricing models with heterogeneous agents.

35906. BEHAVIORAL FINANCE. Behavioral finance is based on the premise that some of the agents in the economy make decisions that deviate in systematic ways from rational economic choice. The consequences (if any) of these deviations depend on the limits of arbitrage in the markets in which the agents trade. Issues addressed include noise trader models, closed end funds, predictability (risk vs. mispricing), dividends, stock splits, equity premium puzzle, and the money management industry. This is a research-oriented course aimed at Ph.D. students.

36101. MATHEMATICS FOR BUSINESS ANALYSIS. Basic mathematical ideas useful in business, economics, and statistics. Topics include basic algebra, solving equations, matrices, calculus of functions of one and several variables, derivatives and partial derivatives, and (some) integration. Intended to provide basic tools and an overview of the role of mathematics in business and economic analysis.

36102. INTRODUCTION TO COMPUTER-BASED MODELS. Introduction to use of mathematical models for business decision making. Models discussed include both deterministic models as well as models involving uncertainty. Deterministic models include linear, integer, and nonlinear programming. Models with uncertainty include queuing, simulation, and decision trees. Focus on use of these models in various situations such as logistics, choosing staffing levels under dynamic demand, choosing production plans under demand uncertainty, purchase decisions in the face of quantity discounts and uncertainty, and choosing optimal portfolios with both risk and return criteria.

36103. E-BUSINESS TECHNOLOGY. Provides the necessary technology background for conducting e-business in today's environment. Topics include Internet technologies, electronic commerce, security, XML, multi-tier architectures, relational databases, and telecommunications.

36600. WORKSHOP IN MANAGEMENT SCIENCE. Faculty, students, and visitors present papers on current research. Students are encouraged to discuss their work both before and after their formal proposal presentations.

37000. MARKETING STRATEGY. Marketing involves determining which customers your organization should serve, which products and services it should offer, and how. This course is intended to develop an analytical framework for these decisions that will maximize return on marketing expenditures. Emphasis will be placed on developing a marketplace position that provides value to customers that is not readily duplicated by competitors. The first half of the course will develop models for understanding customers, competitors, and collaborators. The second will examine the tools available to marketers to execute strategic decisions, including pricing, promotions, channels of distribution, and customer research.

37101. CONSUMER BEHAVIOR. From the design of a new product to the extension of a mature brand, effective marketing strategies depend on a thorough understanding of the motivation, learning, memory, and decision processes that influence what consumers buy. In this course, theories of consumer behavior are linked to managerial decisions involving development and launch of new products, segmentation, timing of market entry, and brand management. The course also familiarizes you with several practical tools, e.g., for consumer needs assessment and segmentation analysis. Prereq: Bus 37000.

37102. ANALYTICAL METHODS IN MARKETING FOR PRODUCT DEVELOPMENT. Introduction to concepts, tools, and analytical techniques (qualitative and quantitative) for market measurement and for guiding decisions on product development. This course will be beneficial for careers in consulting, product/brand management, general management, and strategic and tactical planning in marketing. Prereq: Bus 37000 or consent of instructor.

37103. DATA-DRIVEN MARKET ANALYTICS. Stresses the use of market demand data to drive marketing decisions and serve as a source of marketing opportunities. Topics include target marketing, direct marketing, data-based pricing, promotion analysis, retailing, scanner data, and Web browsing data. Prereq: Bus 37000, 41000 or 41100 (41100 preferred).

37104. ECONOMICS AND DEMOGRAPHY OF MARKETING (= Economics 32400). Topics include the history of marketing, life cycles of products, demographic factors, and business-cycle factors.

37201. DEVELOPING NEW PRODUCTS AND SERVICES. New products and services are critical to successful growth and increased profits in many industries. This course covers state-of-the-art management techniques used to identify markets for new product development, define product market structure, develop new product ideas, measure consumer perceptions, select design features, forecast sales, and test market profitable new products and services. Prereq: Bus 37000, 41000 or 41100. (Not scheduled in 2001-02.)

37202. PRICING STRATEGIES. Designed for students whose career plans involve strategic marketing planning, product/brand management, and management consulting. Course objectives are to (1) provide theoretical frameworks that are useful for conceptualizing pricing problems and (2) provide analytical tools used for creating and

implementing an integrated pricing strategy. Specific topics include dynamic pricing over the product life cycle; product line pricing; pricing through marketing channel; price discrimination; nonlinear pricing; price bundling; perceived value pricing; and competitive pricing. The institutional and legal environments and their impact on the firm's pricing decision also are emphasized. Development and integration of pricing strategy with other marketing mix elements are highlighted through case applications. Prereq: Bus 33001 and 37000.

37203. **MARKETING COMMUNICATIONS.** Provides students with the knowledge and understanding necessary to effectively manage marketing communications. This course is especially relevant for students interested in pursuing a consumer marketing career path to general management, or those seeking to specialize in consumer goods and services firms in consulting careers. Its major objective is to provide analytical skills useful in the planning and evaluation of marketing communication campaigns, both from an executional and strategic standpoint. Current challenges in the marketing communication area (e.g., Web advertising) also are discussed. Prereq: Bus 37000.

37204. **SALES FORCE MANAGEMENT.** This course covers the basics of sales force management. Topics include hiring, training, territorial structure, compensation arrangements, performance evaluation, motivation, and automation.

37205. **GOING TO MARKET: MANAGING CHANNEL STRATEGY.** How should a firm go to market? How do they manage conflict and capture synergies between existing and emerging channels of distribution (e.g., Internet and Bricks/Mortar)? How should a firm manage channel partners and collaborators to capture a new business opportunity? Bus 37205 offers a framework to understand trade-offs that firms face as they design and manage their distribution channels. This framework is applied to topics such as managing channel conflict, direct vs. indirect sales, strategic alliances, joint ventures, and franchising. Prereq: Bus 33001 and 37000.

37301. **INTERNET MARKETING STRATEGY.** How does the Internet provide new opportunities for the way in which firms interact with customers and other firms? Moreover, how is the Internet changing marketing strategy? This course investigates the substantial changes the Internet has generated for strategic marketing decisions. Vast improvements in communication technology have redefined the interaction between businesses and consumers. These technological advances have modified the notion of both a transaction and a product. Our first goal is to determine how the Internet allows us to broaden our concept of a product. Establishing parameters for an on-line product, we then must rethink promotions and pricing strategies. We adapt promotional tools to suit this new environment. We also develop new techniques that exploit the advances of the online market. Finally, we examine how transacting online increases the efficiency of distribution.

37302. **MARKET STRATEGIES IN HIGH-TECHNOLOGY INDUSTRIES.** High-technology markets are characterized by a high degree of technological innovation and increasingly short product/technology life cycles. A clear understanding of some unique features of these markets—network externalities, consumer lock-ins, techno-

logical compatibility and standards—are critical in developing successful marketing strategies. This course offers a comprehensive framework, integrating concepts from such disciplines as economics, business policy, and R&D to systematically analyze the strategic considerations underlying the different dimensions of marketing and technology strategies in these industries. Topics include product policy in an intergenerational setting, pricing strategies over technology life cycles, tools for the integration of R&D with manufacturing and marketing, and uncertainty about the technology and the marketplace. Prereq: Bus 37000.

37303. **MARKETING OF SERVICES.** Emphasizes the development of marketing strategies for firms that sell services either to consumers or to other firms. Deals with special problems related to the marketing of services. Topics include distinctive aspects of services, understanding service markets, special problems when marketing financial services, positioning services, service marketing mix, site selection decisions, exclusivity and services, and service pricing strategies. Prereq: Bus 37000.

37304. **GLOBAL MARKETING MANAGEMENT.** Designed for students who expect to undertake international marketing assignments as their career path to general management, and, more broadly, for all students planning careers in international corporations. The course aims to develop student skills in developing and implementing international marketing strategies and programs in diverse contexts. Students will develop a critical appreciation of the external forces that are shaping the international marketing manager's job. They will learn when to use different product-market entry and penetration strategies and when to standardize or localize elements of the marketing mix. Prereq: Bus 37000.

37400. **ADVANCED MARKETING STRATEGY.** Deals with strategic aspects of marketing. Emphasis is on those marketing decisions that are relevant to establishing or maintaining an organization's sustainable competitive advantage. Provides practical experience through (1) a business simulation and (2) an actual marketing plan write-up. Prereq: Bus 37000 or equivalent.

37601. **MARKETING WORKSHOP.** A series of reports presented by faculty and students on contemporary problems. Emphasis on new developments in marketing and marketing research. Prereq: admission to doctoral program and consent of instructor.

37701, 37702. **LABORATORY IN NEW PRODUCT AND STRATEGY DEVELOPMENT.** Designed to supplement formal courses by providing a problem-solving experience for a select group of students over two academic quarters. Working directly with a major firm, students apply theories and research techniques to solve real marketing problems. Projects come in two varieties, depending on the mix of clients who sponsor lab classes in a given year. First, there are traditional new product development projects that require students to generate new product concepts, evaluate the concepts, develop and test prototypes, and develop a complete marketing plan for the product, including detailed financial analysis, distribution plan, packaging proposal, pricing strategy, and promotional strategy. The second variety of projects is more strategic in nature. In these projects, students may be asked to identify new markets for existing

products and/or technologies, to reposition existing products in existing markets, or, in some cases, to identify whole new business ventures that leverage core competencies of the client firm. Students are required to prepare a business plan that encompasses all aspects of the marketing mix. Prereq: consent of instructor. Completion of one marketing course (such as Bus 37000 or 37400) is recommended before registering for Bus 37701, 37702. Students must also be available to attend a weekend retreat and two Saturday sessions during the two quarters they are registered.

37901. ADVANCED MARKETING THEORY (PROSEMINAR). Specialized course introducing marketing Ph.D. students to current research in marketing. Faculty presentations to students cover the full range of marketing theory, including behavioral science research and quantitative methods. May be taken by M.B.A. students with consent of instructor.

37902. ADVANCED MARKETING THEORY: QUANTITATIVE METHODS. An advanced seminar, designed for Ph.D. students focusing on the role of mathematical models in marketing theory. Topics include theory and estimation of advertising-sales relationships, brand-choice models, diffusion of innovation, market structure and competitive analysis, pricing models, and channels of distribution models. Readings include classic and state-of-the-art articles. May be taken by M.B.A. students with consent of instructor.

37903. ADVANCED MARKETING THEORY: BEHAVIORAL SCIENCE. Advanced seminar designed for Ph.D. students, focusing on the role of behavioral science in marketing theory. Topics include communication and persuasion, attitude measurement and attitude change, information research and product experience, research methods and experimental design, consumer decision making, theories of choice, consumer information processing, and memory organization. Readings include classic and state-of-the-art articles. May be taken by M.B.A. students with consent of instructor.

38001. MANAGING IN ORGANIZATIONS. Explores the nature of the actions and interactions of people who work together. Drawing on psychology and sociology, explores how people can more effectively manage both themselves and other people in achieving personal and organizational goals. Topics include managing one's cognitive resources; group processes and teamwork; incentives and motivation; persuasion and influence; organizational structure; and organizational culture.

38002. MANAGERIAL DECISION MAKING. Overview of psychological and normative principles of decision making and judgment. Discussion of how people process information and make decisions involving risk and uncertainty, conflicting objectives, and imperfect information. Includes discussion of implications for organizations and managers and methods to improve decision making processes. Prereq (some sections): Bus 33001 and 41000.

38003. POWER AND INFLUENCE IN ORGANIZATIONS. Designed to create an awareness of power and influence processes and to give students the tools to analyze these processes. Examines theories from sociology and social psychology to increase conceptual understanding of power and to develop clinical skills.

38103. STRATEGIES AND PROCESSES OF NEGOTIATION. Studies the process of reaching agreement in interpersonal relationships, markets, organizations, and communities. Draws from psychological and economic models of decision making and social interaction; focuses on both value creation and conflict resolution. Weekly role-play exercises, followed by debriefing discussions and short lectures. Prereq: Bus 38001.

38104. INNOVATION AND CHANGE IN ORGANIZATIONS. Looks at research, theory, and practice to understand why is it often so difficult to get an organization to generate and implement changes, and why, on the other hand, some organizations adapt and innovate effectively. Examination of what employees, managers, and consultants can do to facilitate efficient adaptation and productive innovation, including a critical examination of concepts like "the learning organization" and reengineering. Focus is on the organizational, social, and psychological processes that affect creativity, openness to new ideas, and the willingness to implement change. (Not scheduled in 2001–02.)

38107. CONSULTING TO ORGANIZATIONS. Examines the role of the management consultant. Focuses on core tasks: (1) building helping relationships, designed to further the client's goals; (2) facilitating group dynamics within and across organizations; and (3) confronting the managerial and ethical challenges associated with accountability across multiple organizations. Utilizes case studies, role-play exercises, and class discussion. Prereq: student must have completed the two-course general management requirement. (Not scheduled in 2001–02.)

38110. THE PRACTICE OF LEADERSHIP IN BUSINESS. Examines the tools and processes of leadership in a business setting so students can evaluate themselves and their environment to identify areas of growth and skills development. A practical approach that links real-world business experiences and corporate performance with the scholarship and wisdom of leadership theorists. (Not scheduled in 2001–02.)

38111. THEORIES OF LEADERSHIP. Examines business leadership in an attempt to establish the nature of leadership and the ways in which leadership differs from management.

38114. A GUIDE TO BUSINESS ETHICS (= Economics 32300). Effect of religious and political movements on the ethics of business, focusing on such current issues as the conflict between technical efficiency and morality; ethical status of property rights; politics of retirement and intergeneration equity, comparable worth, and other conflicts between ethical and economic standards for compensation; ethics of international trade and finance; and ex post redefinitions of the legal status of de facto business practices. Issues placed in historical perspective by relating them to long cycles in religiosity in America, to long-term factors influencing political images of business, and to factors influencing domestic conceptions of the proper economic relationships between the United States and the rest of the world.

38115. ETHICS OF BUSINESS AND ECONOMIC ACTIVITIES. Examines how economic and business ideas and actions are imbued with ethical considerations and focuses on the importance of identifying the relevant opportunity costs in weighing the costs and benefits of various decisions. Commonly accepted ethical standards have evolved over time; studying the evolution of key business issues involving agency problems will provide insights into today's ethical issues. Prereq: Bus 33001.

38601. WORKSHOP IN BEHAVIORAL SCIENCE. Current research reports in decision making and judgment presented by invited guests, faculty, and students. Emphasis on behavioral implications of decision/judgment models.

38901, 38902, 38903. CURRENT TOPICS IN BEHAVIORAL SCIENCE. Ph.D.-level courses designed to introduce students to the process of conducting research in the behavioral sciences. Exposure to a variety of different research topics and methodologies so students can assess advantages and disadvantages of various approaches. Prereq: admission to the Ph.D. program or consent of instructor.

38911. RESEARCH METHODS IN BEHAVIORAL SCIENCE. A Ph.D.-level seminar on various topics in cognitive and social psychological research methods such as (1) a tutorial on research methods from cognitive psychology and survey research that depend on the use of think-aloud, self-report, and questionnaire responses; and (2) a review of recent results from the application of Bayesian Network models to empirically discover and conceptually elucidate causal relationships in data and in personal experience.

39001. STRATEGY AND STRUCTURE: MARKETS AND ORGANIZATIONS. Introduces principles of organization structure and strategy from the perspective of the entrepreneurial manager at the top of the firm. Addresses the two key questions: "What should I do?" and "How can I make it happen?" Topics include industry analysis, competitive advantage, corporate governance, organization structure, coordination and control in organizations, the informal structure of organizations, corporate culture, diversification, vertical integration, and the role of the general manager.

39002. NETWORK STRUCTURES OF EFFECTIVE MANAGEMENT. Focuses on the central managerial tasks of creating value through coordination and control. Provides an introduction to principles of social organization, which indicate how best to coordinate your personal contacts to diverse groups in an organization, coordinate employees within and between functional groups, and coordinate business activities across diverse markets. Applications to group and individual decision making, working with teams, power and persuasion, organization culture and trust, employee diversity, and managing change.

39101. TECHNOLOGY STRATEGY. Develops a set of tools that are crucial for the formulation and implementation of a winning technology strategy. Focuses on the application of conceptual models that clarify the interactions between external competition, firm positioning, patterns of technological and market change, and the nature and development of internal firm capabilities. The course includes a module on strategic

issues in managing entrepreneurial technology companies. Designed to appeal to students interested in pursuing a career in venture capital, consulting to high-tech companies, and starting, growing, or managing a company in a technology-intensive industry. Prereq: Bus 39001 or 42001.

39600. WORKSHOP IN ORGANIZATIONS AND MARKETS. Argument and recent research results presented by faculty and invited speakers on the structure of competition within and between organizations. Topics are catholic, including how organizations operate, why they differ, how they emerge from prior organizations, how future growth depends on position in a structure of other organizations, and how people survive and thrive as a function of their position in social organizations.

39901. ORGANIZATIONS AND ENVIRONMENTS. Critical review in seminar format of the frontiers of significant theoretical approaches to the social organization of competition. A close reading of primary works on market processes presumed to underlie formal organization, processes by which formal organizations offer advantages over markets, processes of institutionalization, and the organization life course. Goes beyond familiarizing students with the content of the discussed material to reach a more intimate feel for the style of thinking and research responsible for the material.

39902. FRONTIERS OF ORGANIZATIONAL SOCIOLOGY. An introduction to models and data collection strategies used to document social structural effects on beliefs and behavior. Causal pressures and opportunities are inherent in the way a player or product is positioned in a network of others. Network analysis is a set of methods for measuring the magnitude of these pressures and opportunities. The course covers cohesion and equivalence analysis (distinguishing internal labor markets or supplier-customer market segments), contagion analysis (measuring the tendency for people to imitate one another), brokerage analysis (distinguishing winners from losers and strategies within market segments), and demand analysis (measuring individuals' power to control their environment). Software given to all participants and used in class for exercises and projects. Prereq: working familiarity with DOS and regression analysis. (Not scheduled in 2001–02.)

40000. OPERATIONS MANAGEMENT: BUSINESS PROCESS FUNDAMENTALS. Topics of interest to general managers and of crucial importance to the operations side of an organization. A typical selection of topics may include productivity, the definition and measurement of quality, inventory control, capacity planning, and logistics. This is not primarily a modeling course and is intended to give an introduction to several of the most important topics in the area. Prereq: Bus 41000 or equivalent.

40101. SUPPLY CHAIN STRATEGY AND PRACTICE. Studies how to examine and improve the flow of materials and information through the network of suppliers, manufacturers, distributors, and retailers in order to help firms get the right product to the right customer in the right amount and at the right time. Key topics covered include the role of coordination within and across firms, the impact of incentives, and the use of information technology. Special emphasis is given to understanding how the business context shapes managerial decisions regarding the strategic design and management of the supply chain. Prereq: Bus 40000.

40102. OPERATIONS STRATEGY. Deals with operations issues having a long-term or irreversible impact on the corporate strategy and competitive viability of a firm. Approaches these matters from the perspective of the director of operations, vice president of manufacturing, or other senior-level managers with primary responsibility for the production and distribution of goods and services. (Not scheduled in 2001–02.)

40103. OPERATIONS MANAGEMENT AND STRATEGY. Explores how to run a firm effectively, efficiently, and profitably, stressing the senior management perspective. Presents key issues in production management and strategy, then encompasses nearly all of a firm's operations, including operations of a services firm. The topics subsume manufacturing as well as product development and innovation, employee motivation and incentives, and how to establish the right organizational structure for maximum effectiveness. Covers both operations and strategy, not as independent approaches, but as mutually synergistic toward their goal of making the firm successful.

40104. MANAGING LOGISTICS/DISTRIBUTION SYSTEMS. The logistics function of a company deals with the planning, implementing, and controlling of efficient, cost-effective flow and storage of raw materials, in-process inventory, finished goods, and related information from point of origin to point of consumption. Issues discussed include centralization vs. decentralization of inventories; impact of just-in-time delivery; effect of information/order batching; and approaches to integrate logistics and marketing systems. Efficient logistics systems aim toward coordination of transportation and inventory positioning to minimize time and cost to satisfy customer orders. Prereq: Bus 40000; 36102 recommended.

40105. INTERNATIONAL OPERATIONS MANAGEMENT. This class considers the problems encountered by firms that produce goods and services across national borders. The class includes lectures and cases and features several live cases, including participation by senior managers of firms currently facing the problem under discussion. Topics under consideration include purchasing, distribution, production rationalization, and entry into new markets. (Not scheduled in 2001–02.)

40106. SPECIAL TOPICS IN OPERATIONS MANAGEMENT. A topics course that has covered issues such as operations strategy and value chain networks. (Not scheduled in 2001–02.)

41000. BUSINESS STATISTICS. This course teaches the basic concepts and tools needed for business applications and the GSB curriculum. Covers sample statistics and plots that are used to summarize data and then covers the basic concepts in probability and inference that underlie much of statistical methodology. The remainder of the course covers the regression model: “simple” linear regression, in which one variable is related to another; multiple regression, in which a single variable is related to several others; and time series, in which current values of a variable are related to past values.

41100. APPLIED REGRESSION ANALYSIS. Regression analysis is one of the most widely used statistical techniques in data analysis to explore the relationship between variables. This course teaches the structure of the regression model and how to apply this model to real data sets. Topics include simple linear regression; prediction; multiple

regression; F and T tests; detection of outliers; transformations; dummy variables; and an introduction to time series models.

41201. INFORMATION MANAGEMENT AND DATA MINING FOR BUSINESS. In the age of the Internet, businesses must process vast amounts of data. What can be learned from this data to help serve customers and customer relationships? This course familiarizes students with relevant and helpful statistical methods or “data-mining” to help us deal with large and complex data. The course is not mathematical in nature. Attention is focused on interpretation of results and how to obtain them using software.

41202. ANALYSIS OF FINANCIAL TIME SERIES. This course considers theory and methods of time series analysis that are useful in financial applications. The topics discussed include analysis of asset returns, volatility modeling, nonlinearities in financial data, continuous-time models, high-frequency data analysis, and multivariate series. Real examples are used throughout the course.

41301. STATISTICAL INSIGHT IN MARKETING CONSULTING AND ENTREPRENEURSHIP. Marketing data is often categorical in that the measurement indicates that one of a set of possible states or categories obtains. For example, a consumer may indicate which product from a set is preferred. This course covers a variety of statistical tools for analyzing categorical data. These tools will then be used to analyze many empirical examples from the marketing world. Prereq: Bus 41000.

41302. QUALITY AND PRODUCTIVITY IMPROVEMENT. Basic quality tools, process control, intervention analysis, and design of experiments, with application to all areas of business and the public sector. Statistics as an aid to organizational change and improvement and to management thinking at all levels from CEO down. Prereq: Bus 41000 or 41100 or equivalent, or 41100 concurrent with 41302. (Not scheduled in 2001–02.)

41401. TOPICS IN DATA ANALYSIS. Designed to be taken after Bus 41100 and involves a more advanced analysis of linear regression, statistical inference, and more general statistical models. Topics include maximum likelihood estimation; nonlinear regression; probit, logit, and categorical data analysis; and, time permitting, some non-parametric topics such as density estimation. Prereq: Bus 41100 or equivalent, some familiarity with matrix algebra and basic calculus (differentiation).

41600. ECONOMETRICS AND STATISTICS COLLOQUIUM (= Economics 51400). Presentations by faculty and invited speakers on current research in econometrics and statistics with particular emphasis on methods and applications relating to business and economic problems. Colloquium meetings open to all interested faculty and M.B.A. and Ph.D. students. Prereq: consent of instructor.

41901. PROBABILITY AND STATISTICS. Bus 41901 (in addition to 41902) provides a thorough introduction to classical and Bayesian statistical theory. The two-quarter sequence provides the necessary probability and statistical background for many of the advanced courses in the GSB curriculum. The central topic of Bus 41901 is probability. Basic concepts in probability are covered. An introduction to martingales is given. Prereq: one year of calculus or consent of instructor.

41902. STATISTICAL INFERENCE. This course is the second in a two-quarter sequence with Bus 41901. The central topic is statistical inference. The topics covered include estimation, decision theory, and hypothesis testing. The use of hierarchical models is a focus in applications. Prereq: Bus 41901.

41903. APPLIED ECONOMETRICS. This course covers topics in econometrics. Topics include basic asymptotic theory; the method of moments; maximum likelihood; the regression model using vector space concepts; generalized least squares; heteroskedasticity and autocorrelation in errors; Generalized Method of Moments; instrumental variables; logit and probit models; and systems of equations.

41910. TIME SERIES ANALYSIS FOR FORECASTING AND MODEL BUILDING (= Economics 41700). Analysis of economic and business time series data for application in operational forecasting and econometric model building. The theory of discrete linear stochastic processes, models of stationary and nonstationary time series, specification of parameters, derivation of optimal forecasts, adaptive forecasting, transfer function models, and the role of expectations and forecasts in specification and testing of econometric models. Prereq: Bus 41100 and 41400, or consent of instructor.

41911. ADVANCED ECONOMETRICS (= Economics 41400). This course provides an introduction to the large-sample (asymptotic) theory used by econometricians. The focus is on maximum likelihood estimation and generalized method of moments estimation, two frameworks that encompass most of the estimation methods used in applied econometrics. Various microeconomic models, including discrete choice, panel data, and duration models, will be discussed. Other possible topics include specification testing, simulation-based estimators, bootstrapping, and kernel estimation. (Not scheduled in 2001–02.)

41912. APPLIED MULTIVARIATE ANALYSIS (= Statistics 32100). An introduction to methods of analyzing data obtained from jointly distributed random variables. Emphasis is on applications of the methodology in the social sciences. Topics include matrix algebra used in statistics, multivariate normal distribution, multiple and multivariate regression, control problems, multivariate analysis of variance, principal components, factor analysis, canonical correlations, classification problems, multivariate Bayesian methods, and clustering procedures. Prereq: Bus 41100 or consent of instructor; some computing experience.

41913. BAYESIAN ECONOMETRICS. A fast track to serious Bayesian modeling for Ph.D.-level students who have no (or limited) background in Bayesian work but have a solid general background in econometrics. Emphasis will be on computation, so familiarity with some sort of programmable computing environment (such as Matlab) is required.

41914. APPLIED MULTIPLE TIME SERIES ANALYSIS. An introduction to the theory and methods of modeling dynamic relationships among several interrelated time series data from business, economics, environmental, and other scientific fields. Topics include vector autoregressive moving average models, transfer function, feedback,

model building techniques, signal extraction theory, seasonal adjustment methods, and principal component and canonical correlation techniques. Prereq: Bus 41202 or 41910, or consent of instructor. (Not scheduled in 2001–02.)

42001. COMPETITIVE STRATEGY. Applies concepts from microeconomics and industrial organization to corporate product-market decisions. Topics include rivalry in concentrated markets, market leadership, strategy in competitive industries, entry-exit, product differentiation, research and development, preemption, and choice of standards. Prereq: Bus 33001.

42002. BUSINESS POLICY. Study of policy issues and development of strategy for the firm with emphasis on human and judgmental factors as well as on analytic approaches. Substantial reliance on case materials, reading, and occasional special assignments. Prereq: completion of six courses.

42101. ADVANCED COMPETITIVE STRATEGY: GAME THEORY IN PRACTICE. Develops game theory as a foundation to applied competitive strategy. The course focuses on noncooperative game theory, behavioral game theory, and scenario analysis. In-class game playing, lectures, and cases will be used. Applications may include dynamic price competition, entry dynamics, standard setting, auctions, interorganizational coordination, voting, and agenda setting. Prereq: Bus 33001 and 42001. (Not scheduled in 2001–02.)

42102. THE STRATEGY SYMPOSIUM. Develops an understanding of methods and techniques of strategic thinking and explores the design, implementation, and evaluation of strategy. Develops tools and concepts for evaluating strategies both before and after the outcome is known and seeks insights that will improve the process of designing strategy. Prereq: completion of six courses. (Not scheduled in 2001–02.)

42103. APPLIED STRATEGIC MANAGEMENT/INTOPIA. Study of business policy with primary reliance on the business game INTOPIA to develop an appreciation for the design and implementation of corporate strategy. In addition, a limited number of policy cases may be assigned for class discussion. Prereq: Bus 30000 or equivalent; completion of six courses.

42104. THE PRACTICE OF STRATEGY IN BUSINESS. Considers competitive strategies in real-world situations and analyzes the outcomes. Highlights the interrelationships and influences of various strategic processes, including industry structure, company position, company strategy, and pricing decisions. Active practitioners with extensive experience in strategy formulation and implementation will speak to the class.

42105. SPECIAL TOPICS IN STRATEGIC MANAGEMENT. Topics relevant to current issues in general management taught by faculty with significant business leadership experience. Recent topics include environmental issues relevant to business managers, strategic issues for financial intermediaries, and great books in business. (Not scheduled in 2001–02.)

42106. STRATEGIC LEVERAGE. A new approach to corporate planning based on the notion of a company's strategic leverage. This approach addresses the question, "Over the long term, where should I concentrate my company's scarce resources so as to maximize the likely returns?" A study of several different industries provides the necessary basis for a comparative analysis. Targeted to students interested in an in-depth exposure to business and corporate strategy. (Not scheduled in 2001–02.)

42107. TAKING CHARGE. Focuses on the practical, current, key issues with which general managers must deal when taking over a new assignment. The goal is to help students apply theories and leadership concepts to analyzing situations, thinking through the actions or changes that are required, and then making those changes happen.

42108. CORPORATE GOVERNANCE. Introduces students to the functions and duties of directors and boards of directors and to the topics with which boards in the United States most commonly deal. Applicable to both public corporations and not-for-profit organizations. Topics covered include establishing a new board, planning for succession of the CEO, compensation of directors and officers, performing the fiduciary role, and dealing with external events.

42109. THE CORPORATION AND PUBLIC POLICY. A broad overview of issues that managers of multinational corporations encounter in the public policy arena. Topics for discussion will include security issues, including fraud and terrorism; influencing government action; dealing with the media; corporate philanthropy; and personal strategies for surviving corporate trauma.

42110. STRATEGIC INVESTMENT DECISIONS. Analysis of the processes and methods for making strategic investment decisions in organizations. Focuses on analytical techniques such as option pricing, dynamic programming, simple game theory, and scenario analysis to incorporate the value from flexibility, delay, strategic responses, and learning into decision-making models. The final quarter of the course focuses on organizational issues related to effective strategic decision making, such as the structure of internal capital allocation systems, incentive structures, and organizational forms.

42111 STRATEGY AND THE INFORMATION ECONOMY. Analysis of strategy, competition, and entrepreneurship in information-based industries with particular focus on the Internet and new media. Topics include the evaluation of strategic opportunities in the information economy, the role of mergers, alliances, and joint ventures for information-based companies, valuation of these types of businesses, and the role of antitrust and other government policies in information-based industries. (Not scheduled in 2001–02.)

42112. MANAGEMENT STRATEGIES OF SUCCESSFUL FIRMS. A study of actual firms to uncover what techniques they employed to make themselves successful. An examination of the plethora of new concepts that have emerged in the past few years, including reengineering, quality, benchmarking, time-based competition, and best practices. How these concepts interplay with the basic functions of a firm, such as marketing, product development, manufacturing, and finance, to make a firm's functions highly effective and efficient. Students form teams, and each team studies one or more successful firms in order to pinpoint how each became successful.

42200. LAW AND BUSINESS. An examination of legal methods; the legal process viewed as a mechanism for resolving conflict, establishing guidelines for conduct, and providing a basis for expectation.

42201. THE LEGAL INFRASTRUCTURE OF BUSINESS. Provides a general introduction to law and business by using traditional legal analysis, supplemented by a substantial use of law and economics. Topics to be covered include choice of corporate form; capital markets laws, including venture capital and IPOs; antitrust; intellectual property; telecommunications and the regulation of natural monopoly; and e-commerce.

42202. LAW AND MANAGEMENT. A general management framework for identifying and understanding legal issues in various fields of business. Economic analysis of law as a factor interrelated to typical business practices, transactions, and organizational structures.



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- John Romalis, *Assistant Professor of Economics*. B.Ec., Sydney, 1992; LLB., Sydney, 1994; Ph.D., Massachusetts Institute of Technology, 2001
- Darren Roulstone, *Assistant Professor of Accounting*. B.S., Brigham Young, 1995; M.Acc., Brigham Young, 1995; Ph.D., Michigan, 2000
- Hareesh Sapra, *Assistant Professor of Accounting*. B.B.A., Houston, 1991; M.S., Houston, 1995; Ph.D., Minnesota, 2000
- Stijn M. J. van Osselaer, *Assistant Professor of Marketing*. Lic., Catholic University of Leuven, 1994; Ph.D., Florida, 1998
- Raghu Venugopalan, *Assistant Professor of Accounting*. B.Tech., India Institute of Technology, 1988; M.B.A., India Institute of Management, 1990; Ph.D., Minnesota, 2001
- Paul Willen, *Assistant Professor of Economics*. B.A., Williams, 1990; M.A., Yale, 1994; Ph.D., Yale, 1997
- M.H. Franco Wong, *Assistant Professor of Accounting*. B.A., Lethbridge, 1991; M.A., Simon Fraser, 1992; Ph.D., Pennsylvania, 1997
- Valery Yakubovich, *Assistant Professor of Organizations and Strategy*. M.S., Moscow, 1985; M.A., Warwick, 1994; Ph.D., Stanford, 2001
- Nicole DeHoratius, *Instructor in Operations Management*. A.B., Harvard, 1990; M.Sc., Sussex, 1994; D.B.A., Harvard, in progress
- Günter J. Hitsch, *Instructor in Marketing*. B.A., Vienna, 1995; M.A., Yale, 1997; Ph.D., Yale, in progress
- Atif Mian, *Instructor in Finance*. B.S., Massachusetts Institute of Technology, 1996; Ph.D., Massachusetts Institute of Technology, in progress
- Ronald H. Balson, *Adjunct Professor of Business Law*. A.B., Tulane, 1966; J.D., DePaul, 1972
- Warren L. Batts, *Adjunct Professor of Strategic Management*. B.E.E., Georgia Institute of Technology, 1961; M.B.A., Harvard, 1963

- Terrence M. Belton, *Adjunct Professor of Finance*. B.A., Boston College, 1978; M.A., Michigan, 1982; Ph.D., Michigan, 1983
- Galen Burghardt, *Adjunct Professor of Finance*. A.B., Washington, 1966; Ph.D., Washington, 1970
- Robert J. Calvin, *Adjunct Professor of Entrepreneurship and Marketing*. A.B., Wesleyan, 1956; M.B.A., Columbia, 1957
- Jonathan K. Frenzen, *Clinical Professor of Marketing*. A.B., Chicago, 1978; M.B.A., Chicago, 1982; Ph.D., Chicago, 1988
- Samuel B. Garber, *Adjunct Professor of Business Law*. J.D., Illinois, 1958; M.B.A., Chicago, 1968
- Zvi Gilula, *Adjunct Professor of Statistics*. A.B., Hebrew University, 1970; A.M., Hebrew University, 1974; Ph.D., Hebrew University, 1978
- Linda E. Ginzel, *Clinical Professor of Managerial Psychology*. A.B., Colorado, 1984; A.M., Princeton, 1986; Ph.D., Princeton, 1989
- Marvin Goodfriend, *Adjunct Professor of Economics*. B.S., Union, 1972; M.S., Brown, 1974; Ph.D., Brown, 1980
- Howard G. Haas, *Adjunct Professor of Strategic Management*. A.B.B., Michigan, 1948
- David C. Kleinman, *Adjunct Professor of Strategic Management*. S.B., Chicago, 1959; Ph.D., Chicago, 1977
- Thomas D. Kuczmariski, *Adjunct Professor of Marketing*. B.A., Holy Cross, 1973; M.B.A., Columbia, 1975; M.I.A., Columbia, 1975
- David Marshall, *Adjunct Professor of Finance*. B.A., Yale, 1972; M.S., Carnegie Mellon, 1985; Ph.D., Carnegie Mellon, 1988
- Scott F. Meadow, *Clinical Professor of Entrepreneurship*. A.B., Harvard, 1977; M.B.A., Harvard, 1980
- Ellen A. Rudnick, *Clinical Professor of Entrepreneurship*. A.B., Vassar, 1972; M.B.A., Chicago, 1973
- James E. Schrager, *Clinical Professor of Entrepreneurship and Strategic Management*. A.B., Oakland, 1971; M.B.A., Colorado, 1975; J.D., DePaul, 1979
- George Spindler, *Adjunct Professor of Strategic Management*. B.C.E., Georgia Institute of Technology, 1961; J.D., DePaul, 1966
- Wesley A. Wildman, *Clinical Professor of Public Policy*. A.B., Chicago, 1951; J.D., Chicago, 1954; A.M., Chicago, 1955
- David E. Altig, *Adjunct Associate Professor of Economics*. B.B.A., Iowa, 1980; M.A., Brown, 1982; Ph.D., Brown, 1987
- David Barker, *Adjunct Associate Professor of Finance*. B.A., California (Berkeley), 1984; Ph.D., Chicago, 1991
- Mark E. Bergen, *Adjunct Associate Professor of Marketing*. B.S., Wisconsin, 1982; Ph.D., Minnesota, 1990
- Elizabeth B. Cammack, *Adjunct Associate Professor of Finance*. B.A., Virginia, 1976; M.B.A., Chicago, 1978; Ph.D., Chicago, 1987
- Christopher L. Culp, *Adjunct Associate Professor of Finance*. A.B., Johns Hopkins, 1990; Ph.D., Chicago, 1997
- Diane Worrell Dahl, *Adjunct Associate Professor of Marketing*. B.S., Purdue, 1979; M.B.A., Chicago, 1986
- Michael Gibbs, *Adjunct Associate Professor of Economics*. A.B., A.M., Chicago, 1984; Ph.D., Chicago, 1989
- Susan Hapak, *Adjunct Associate Professor of Entrepreneurship*. A.B., Duke, 1979; M.B.A., Chicago, 1989
- Anthony M. Marciano, *Clinical Associate Professor of Finance*. B.A., Dartmouth College, 1983; M.B.A., Massachusetts Institute of Technology, 1988
- Arthur Middlebrooks, *Adjunct Associate Professor of Marketing*. B.S., Duke, 1984; M.B.A., Chicago, 1988
- W. Dana Northcut, *Adjunct Associate Professor of Accounting*. B.S., Union, 1978; M.B.A., Vanderbilt, 1985; Ph.D., University of Southern California, 1994
- Radhika Puri, *Adjunct Associate Professor of Marketing and Behavioral Science*. B.A., Lady Shri Ram College, 1985; M.B.A., Indian Institute of Management, 1987; Ph.D., Chicago, 1998
- David G. Surdam, *Adjunct Associate Professor of Economics*. B.A., Oregon, 1979; A.M., Chicago, 1987; Ph.D., Chicago, 1994
- Donald W. Swanton, *Adjunct Associate Professor of Management Science*. S.B., Chicago, 1966; M.S., Northwestern, 1969; Ph.D., Northwestern, 1974; M.B.A., 1977
- John R. Sylla, *Adjunct Associate Professor of Business Law*. A.B., Harvard, 1981; M.B.A., Chicago, 1985; J.D., Chicago, 1985
- Craig A. Terrill, *Adjunct Associate Professor of Entrepreneurship and Strategic Management*. B.S., Miami, Ohio, 1981; M.B.A., Northwestern, 1988
- Monica Valluri, *Adjunct Associate Professor of Management Science*. B.S./M.S., Birla Institute of Technology and Science, 1987; Ph.D., Indian Institute of Science, 1993
- Susan Annuzio, *Adjunct Assistant Professor of Management*. B.A., Loyola; M.S., Loyola
- Waverly Deutsch, *Adjunct Assistant Professor of Entrepreneurship*. B.S., Pittsburgh, 1985; M.A., Tufts, 1989; Ph.D., Tufts, 1992
- John Fernald, *Adjunct Assistant Professor of Economics*. A.B., Harvard, 1986; M.Sc., London School of Economics, 1987; Ph.D., Harvard, 1993
- A. Scott Keating, *Clinical Assistant Professor of Accounting*. B.Sc., McGill, 1983; LL.B., McGill, 1986; M.B.A., Dartmouth, 1988; D.B.A., Harvard, 1995
- Sonia Marciano, *Adjunct Assistant Professor in Strategic Management*. B.A., Chicago, 1986; M.B.A., Chicago, 1994; Ph.D., Chicago, in progress
- Victor Stango, *Adjunct Assistant Professor of Economics*. B.A., Pennsylvania, 1991; Ph.D., California (Davis), 1996
- Evelyn Williams, *Adjunct Assistant Professor of Management*. B.A., California (LA), 1986; M.A., Chicago, 1995
- Odin W. Anderson, *Professor Emeritus of Sociology*. A.B., Wisconsin, 1937; A.M., Wisconsin, 1938; A.B., Michigan, 1940; Ph.D., Michigan, 1948
- Robert L. Ashenurst, *Professor Emeritus of Applied Mathematics*. A.B., Harvard, 1950; S.M., Harvard, 1954; Ph.D., Harvard, 1956
- Selwyn W. Becker, *Professor Emeritus of Psychology*. A.B., Rochester, 1952; A.M., Minnesota, 1953; Ph.D., Pennsylvania State, 1958
- Sidney Davidson, *Distinguished Service Professor Emeritus of Accounting*. A.B., Michigan, 1941; M.B.A., Michigan, 1941; Ph.D., Michigan, 1950
- Gary D. Eppen, *Ralph and Dorothy Kelly Distinguished Service Professor Emeritus of Operations Management*. S.B. Minnesota, 1958; S.M.I.E., Minnesota, 1960; Ph.D., Cornell, 1964

- Robert L. Graves, *Professor Emeritus of Applied Mathematics*. A.B., Oberlin, 1947; A.M., Harvard, 1948; Ph.D., Harvard, 1952
- John E. Jeuck, *Robert Law Professor Emeritus of Business Administration*. A.B., Chicago, 1937; M.B.A., Chicago, 1938; Ph.D., Chicago, 1949
- James H. Lorie, *Eli B. and Harriet B. Williams Professor Emeritus of Business Administration*. A.B., Cornell, 1942; A.M., Cornell, 1945; Ph.D., Chicago, 1947
- Alex Orden, *Professor Emeritus of Applied Mathematics*. S.B., Rochester, 1937; S.M., Michigan, 1938; Ph.D., Massachusetts Institute of Technology, 1950
- Melvin W. Reder, *Isidore Brown and Gladys J. Brown Professor Emeritus of Urban and Labor Economics*. A.B., California (Berkeley), 1939; Ph.D., Columbia, 1946
- Harry V. Roberts, *Sigmund E. Edelstone Professor Emeritus of Statistics and Quality Management*. A.B., Chicago, 1943; M.B.A., Chicago, 1947; Ph.D., Chicago, 1955
- Thomas L. Whisler, *Professor Emeritus of Business Policy*. S.B.Ed., Miami, 1941; M.B.A., Chicago, 1947; Ph.D., Chicago, 1953
- H. Edward Wrapp, *Professor Emeritus of Business Policy*. S.B., Notre Dame, 1938; M.B.A., Harvard, 1948; D.C.S., Harvard, 1952
- Victor Zarnowitz, *Professor Emeritus of Economics and Finance*. A.M., Heidelberg, 1949; Ph.D., Heidelberg, 1951
- Arnold Zellner, *H.G.B. Alexander Distinguished Service Professor Emeritus of Economics and Statistics*. A.B., Harvard, 1949; Ph.D., California (Berkeley), 1957; *Doctor honoris causa*, Universidad Autonoma de Madrid, 1986



CENTERS, PROGRAMS, AND INSTITUTES

THE CENTER FOR DECISION RESEARCH

The Center for Decision Research is an interdisciplinary center devoted to research and teaching on how people make decisions and judgments. This field of study draws on cognitive and social psychology, economics, sociology, statistics, and other disciplines to understand how individuals and groups make decisions. Researchers at the center study the processes by which intuition, reasoning, and social interaction produce beliefs, judgments, and choices. These topics have important applications in a range of contexts, including management, marketing, finance, and public policy. The center's activities include a weekly research workshop, the distribution of a research paper series, and the maintenance of the Decision Research Laboratory for the conduct of behavioral research studies.

THE CENTER FOR POPULATION ECONOMICS

The Center for Population Economics (CPE) specializes in the development of life cycle and intergenerational data sets to study demographic, epidemiological, and economic processes, including trends in chronic diseases; early indicators of work levels, disease, and death; life cycle and intergenerational factors in the secular decline in mortality and in the improvements in standard of living; changing patterns in geographic mobility; and changing patterns in the intergenerational transition of wealth. In these connections the CPE develops software to facilitate the retrieval of data from archival sources, to clean the data sets, and to manipulate the data for purposes of analyses.

Other projects of the center include: (a) life cycle and intergenerational analysis of changes in the distribution of wealth and in economic mobility; (b) long-term changes in patterns and determinants of internal migration; (c) the economics of aging since 1840; (d) early indicators of later work levels, disease, and death; and (e) secular changes in savings and investments by households.

These projects are based on data sets of households that have been intergenerationally linked for up to ten generations and that contain data on economic, demographic, and cultural characteristics of the individuals in the households. CPE's interactive data archive can be found online at www.cpe.uchicago.edu.

THE CENTER FOR RESEARCH IN SECURITY PRICES (CRSP™)

The Center for Research in Security Prices (CRSP) was established by the Graduate School of Business in 1960 with the generous support of Merrill Lynch, Pierce, Fenner Smith, Inc. for the purpose of accurately measuring the returns from investing in common stocks listed on the NYSE for the period 1926 to 1960. Since its inception, CRSP, a leader in the creation and maintenance of comprehensive and accurate data files on security prices and returns, continues to expand the scope of security data available.

Today, CRSP maintains U.S. Stock databases, the U.S. Indices Database and Security Portfolio Assignment Module, U.S. Treasury Databases, and the Survivor-Bias Free U.S. Mutual Fund Database.

The CRSP U.S. Stock Files contain complete name histories, prices, volumes, and distributions as well as supplemental security information such as share class and number of shares outstanding for common stocks. The stock files have monthly information for securities listed on the NYSE since 1925, the AMEX since 1962 and the NASDAQ Stock Market since 1972. Daily data is available for the NYSE, AMEX since 1962 and for the NASDAQ Stock Market since 1972.

As a supplement to the stock files, the center produces various financial and economic indices used to gauge the performance of the broader market and the economy in general. CRSP updates the stock and indices files monthly, quarterly, and annually.

In addition to the CRSP stock and indices data, CRSP created and maintains a historical link between CRSP historical price data and COMPUSTAT's fundamental file data. CRSP Link™, the critical component of the CRSP/COMPUSTAT Merged Database (CCM), enables researchers to extract and analyze CRSP and COMPUSTAT data, side-by-side. CCM is provided with reformatted COMPUSTAT data. CRSP Link history begins in 1950. CCM data is distributed monthly, quarterly and annually.

The center maintains daily and monthly U.S. Treasury files that contain daily and monthly price and interest data on virtually all negotiable direct obligations of the U.S. Treasury since 1925. The U.S. Treasury files include monthly Fama-French files and daily and monthly Fixed Term Indices files. CRSP U.S. Treasury data is distributed quarterly and annually.

CRSP also maintains a Survivor-Bias Free U.S. Mutual Fund database, distributed quarterly. The Mutual Fund Database provides survivor-bias free open-ended data for funds of all investment objectives, beginning in 1962.

CRSP data files are distributed to other universities and businesses through subscription. CRSP, a valuable source of support for the University, funds faculty and student research on security prices, related topics, and distinguished scholar visits. Visit CRSP online at www.crsp.uchicago.edu.

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ENTREPRENEURSHIP PROGRAM

For many years, the Graduate School of Business has taught entrepreneurs how to start, finance, and manage their own businesses in the context of the regular M.B.A. curriculum through several classroom and laboratory courses. In 1998, through a generous gift from the Kauffman Center for Entrepreneurial Leadership, the GSB was able to formalize its Entrepreneurship Program and expand its capabilities. The program brings together scholars from a variety of academic areas to conduct research and develop curricula in entrepreneurship and private equity. It also has added a number of experiential learning opportunities through summer internships, the New Venture and Small Enterprise Lab, the Private Equity Lab, the New Venture Challenge, and the Entrepreneurial Edge conference. The New Venture Challenge, an annual business plan competition, enables students to work on their plans under the guidance of faculty, entrepreneurs, and private investors. More than fourteen companies have been formed through this competition. The Entrepreneurial Edge, an annual conference on

entrepreneurship and venture capital, provides students with opportunities to learn first-hand from and to network with seasoned entrepreneurs and investors.

The Entrepreneurship Program also creates opportunities to collaborate with other areas of the university, specifically the Law School and the Biological and Physical Sciences divisions, where scientists and researchers make meaningful discoveries daily. Bringing all these pieces together under the umbrella of the Entrepreneurship Program enables the GSB to provide an excellent entrepreneurship network among GSB students, faculty, alumni, and the business community at large.

THE GEORGE J. STIGLER CENTER FOR THE STUDY OF THE ECONOMY AND THE STATE

The George J. Stigler Center for the Study of the Economy and the State was established at the University of Chicago in 1977 to study the effects of economic life on political life and the reciprocal effects of political life on economic life. The center is a joint enterprise of the Graduate School of Business, the Department of Economics, and the Law School.

Chicago economics is world famous for two attributes: it views economic theory not as an end but as a tool to use in understanding economic life, and it has a lively admiration for the working of private markets. These attributes are embedded in the research program of the Stigler Center. Each year, the center has acted as host to visiting scholars from other institutions. The research of visitors and members is customarily presented in the center's working paper series.

Chicago Studies in Political Economy, edited by the late George J. Stigler and published by the University of Chicago Press in 1988, presents twenty essays by present and former associates of the center who have studied the sources and consequences of public policies.

THE JAMES M. KILTS CENTER FOR MARKETING

Founded in 1999 by James M. Kilts and the Nabisco Foundation, the James M. Kilts Center for Marketing sponsors basic research in marketing as well as innovation in the GSB marketing curriculum. The center sponsors a wide variety of research, ranging from basic research into the determinants of consumer behavior and analytical models of marketing activities to more applied research on current marketing practice and tactical issues. The common thread is a commitment to objective and rigorous scholarship with an agenda focused on research with the potential to make substantial long-run contributions.

THE INSTITUTE OF PROFESSIONAL ACCOUNTING

The Institute of Professional Accounting coordinates the accounting activities in the Graduate School of Business. All accounting faculty members and students participate in the activities of the institute. The faculty develop a curriculum that integrates various fields of knowledge combining accounting and management. The institute sponsors the Workshop in Accounting Research, which provides a forum for critical appraisal of the research proposals and research results of faculty, doctoral candidates,

and visitors. The institute publishes the *Journal of Accounting Research* and sponsors an annual conference on research in accounting. The institute provides financial assistance to doctoral candidates in accounting.

THE STATISTICS RESEARCH CENTER

Statistics is concerned with the collection and analysis of data. Recent developments in computing and the rapid growth of quantitative information have led to an increasing reliance on statistical methods for solving business and economic problems. Today, statistical techniques are widely used in all fields of business activity.

The Statistics Research Center coordinates statistical activities within the Graduate School of Business. Specific functions of the center include support for research in statistical theory and methods, promotion of collaborative research between statisticians and researchers in other fields, instruction in statistics at all levels, and development of computing tools for the implementation of statistical methods. The center cosponsors a weekly econometrics and statistics colloquium to discuss the latest research ideas and findings in the field. The center also publishes a technical report series on current research in statistical methods and applications. Recent papers cover topics in Bayesian methods, time series models, quality and productivity improvement, multivariate analysis, shrinkage estimation and hierarchical modeling, exploratory data analysis, dynamical graphics, statistical computing and stochastic substitution, analysis of scanner data, and modeling of economic and environmental data.

THE ARGONNE NATIONAL LABORATORY/UNIVERSITY OF CHICAGO DEVELOPMENT CORPORATION (ARCH)

In 1986, the trustees of the university established the Argonne National Laboratory/University of Chicago Development Corporation (ARCH Development Corporation) in recognition of the increasing interactions between university/laboratory research and the industrial sector. The primary purpose of ARCH is to facilitate the commercial development of intellectual property emanating from the university and Argonne. ARCH provides an effective mechanism for the transfer of technology from the two institutions to the marketplace, with the expectation of generating fees and capital appreciation for the endowment of the university and sustaining research and development at the university and Argonne.

ARCH has close and substantive interactions with the Graduate School of Business. ARCH utilizes the expertise and experience of faculty and students in the school to develop business plans, marketing proposals, and other aspects of the activities of the corporation that require business skills and talents.

RESEARCH FACILITIES

COMPUTING SERVICES

The GSB computing resources consist of a broad range of personal computers, workstations, servers, and data sources.

There are several computing clusters for M.B.A. students. In addition to the large computing labs in Walker Museum and Gleacher Center, there are computers in Stuart Communication Center, Harper Reading Room, and the Career Services Library. Students also will find "quick mail access" computers located throughout the school's facilities. Most of these computers are Pentium II or Pentium III systems using Windows NT. Ph.D. students have several dedicated Sun workstations and Windows NT computers in their own computer lab.

The GSB offers shared Sun workstations for faculty members and a small faculty computing lab and supports the computers and workstations used by individual faculty members. The Graduate School of Business licenses numerous databases in addition to those licensed by the university library. These are cataloged at gsbwww.uchicago.edu/computing/research.

Bloomberg terminals are located in the main computing lab and at Gleacher Center.

Overall, the GSB supports approximately 190 computers for M.B.A. students, twenty computers for Ph.D. students, and about three hundred UNIX and NT workstations for faculty.

STUDENT COMPUTING AT THE GRADUATE SCHOOL OF BUSINESS

The school supports three computer labs for M.B.A. students. The labs are meant to supplement your own computing resources and are frequently used to capacity; you should not expect to be able to use them for all your computing needs.

In the 2001–2002 academic year, the three labs and group study rooms will contain approximately 190 Pentium computers that support the Microsoft Office application suite, a Web browser, Minitab, telnet and ftp clients, and other utility software. Each lab contains at least one high-speed laser printer and one or more print stations for quick printing from laptop computers or disks. The labs are staffed by computing assistants who can answer questions about the supported software and common computing issues. In addition, there will be more than a dozen "quick check" e-mail stations in convenient locations. Network jacks and power outlets can be found in labs, in Harper Reading Room, and in Cox Lounge.

All students have an account on one of the GSB Sun workstations and an NT file server. These servers can be accessed from the lab computers or from a personal computer connected to the Internet. The M.B.A. UNIX workstations support standard statistical research tools and programming languages.

Students are expected to be familiar with Microsoft Word and Excel, as well as the basic operation of a computer. Clinics on specific connectivity issues, e-mail, and topics concerning the GSB computing environment will be held during orientation and at the beginning of the quarter. Training materials, available to all members of the university community, are available via the Web.

E-mail, Personal Computers, and Network Access

Everyone at the Graduate School of Business uses e-mail, and all students, faculty, and staff have e-mail accounts on GSB-operated systems. The school supports standards-based e-mail that can be accessed from a number of e-mail programs or from the Web. It is necessary for all students to read e-mail on a regular basis. The University provides all students with free dial-up access to the network, but the GSB recommends that students also consider buying access from independent Internet service providers. The GSB does not require students to own computers, but students will find it nearly impossible to complete the program without one. For example, all course registration takes place through the Web.

The Computing Services department posts updated information about computing at the GSB on the GSB's Web site at www.gsb.uchicago.edu/computing.

THE UNIVERSITY OF CHICAGO LIBRARY SYSTEM

The University of Chicago has more than six million volumes in its library system. The Joseph Regenstein Library, the graduate library for the social sciences and the humanities, contains about 3.8 million of these volumes. In the Science Quadrangle, a block from Regenstein, the John Crerar Library houses the science, medicine, and technology collections of more than one million volumes. Other libraries within the system include those for the general needs of undergraduates; law; social service administration; chemistry; and mathematics, computer science, and statistics. Materials in these collections, electronic resources, and library information are available from PCs throughout the library system, and over the library's Web server at www.lib.uchicago.edu.

JOSEPH REGENSTEIN LIBRARY

The Regenstein Library has seven floors. The basement level houses open-stack compact shelving that will hold 1.4 million volumes. Most upper floors house books and periodicals for several related disciplines and the facilities for their use so that a student can work in one concentrated field of study while drawing easily on sources from other disciplines. The upper floors offer book stacks, reading areas, reference collections, copiers, networked printers, and staff specialists. The Regenstein Library also contains seminar or group-study rooms, microform reading facilities, electronic workstations, and a small computing cluster operated by Networking Services & Information Technologies.

Business and Economics Resource Center

Business and economics materials form one of the largest subject collections within the Regenstein Library. These materials include electronic information products, books, reference works in the field, and more than 2,500 periodicals. Most of the books and bound journals are shelved in the book stacks. Business and economics reference services are provided during normal business hours. For further information, please see www.lib.uchicago.edu/busecon.

With its special indexes, computerized information, and other bibliographic aids, the Business and Economics Resource Center is the library home for students in the Graduate School of Business.

RELATED FIELDS OF STUDY

Students are encouraged to use their time here to study fields of knowledge outside the usual boundaries of business education. The school regularly lists as part of its curriculum related courses in the social sciences and physical sciences divisions of the university and in the other professional schools. The humanities and biological sciences divisions also offer courses that may interest business students. Some of these academic relationships are described briefly below.

THE DIVISIONS

In the Division of the Social Sciences, several departments and research centers offer courses related to the business school program.

The Department of Anthropology offers specialized training in cultural and social anthropology to develop comparative understanding of the economic life, stratification, politics, religion, philosophy, and other aspects of human societies. The Department of Psychology divides its offerings among areas of concentration in Developmental Psychology, the Perception Program, the Language Program, the Social Psychology Program, the Committee on Human Development, and the sub-area of Mental Health Research. In the Department of Sociology, business students may be especially interested in courses on population, human ecology, urban sociology, organizational theory, industrial and economic organization, the sociology of economic development, and survey research methodology.

Area studies in the Division of the Social Sciences and the Division of the Humanities include East Asian languages and civilizations, Near Eastern languages and civilizations, South Asian languages and civilizations, Latin American studies, Middle Eastern studies, and Slavic languages and literatures.

Close ties exist between the Graduate School of Business and the Department of Economics. The economics department offers workshops for advanced students in agricultural economics, applications of economics, applied economics, applied price theory, demography, East Asian economics, econometrics and statistics, economic history, economic and legal organization, economic policy and public finance, economic theory, empirical economics, growth and development, health economics, money and banking, and public sector economics. A number of fields of study in the Graduate School of Business list courses from this department as electives.

In the Physical Sciences Division, the Department of Statistics has for its main purposes research in the theory and application of statistics, instruction in statistics at all levels, and consultation on the statistical aspects of research throughout the university. Course offerings in the statistics department are a necessity for advanced business students in the field of statistics. The Department of Computer Science offers courses for students interested in computing systems; network design and applications; database systems and programming; Internet and network programming, including courses in Java, Python, etc; e-commerce; object-oriented and distributed-object-oriented programming methods; parallel computing for corporate applications; multimedia systems; data mining and document analysis; embedded systems; systems administration and large-scale computing management; encryption, cryptography, and data security and integrity; bioinformatics; and theoretical computer science.

The Center for Urban Studies promotes the education of urban specialists through interdepartmental research, seminars, workshops, and colloquia and the publication of major findings.

The Center for Health Administration Studies (CHAS) conducts interdisciplinary studies of local, national, and international health services delivery with the mission of improving care delivery to vulnerable populations, particularly in urban settings. The center specializes in evaluation studies that combine elements of medical care delivery, social services, and public health. An affiliate of the School of Social Service Administration, CHAS draws on the university's outstanding faculty in management, medicine, public policy, and the social sciences. CHAS also supports a substantial program of education, workshops and symposia, and dissemination of health services research.

THE PROFESSIONAL SCHOOLS

The university's professional schools offer joint M.B.A. programs with the Graduate School of Business (described on page 30 in "Special Programs"). In addition to these formal relationships, there are other opportunities for study within the professional schools. The Law School's program combines an emphasis on technical legal knowledge and professional skills with a concern for illuminating the connections between law and the social forces with which it interacts. Reflecting the second objective, a significant proportion of the faculty represent disciplines other than law, including economics, history, sociology, and political science. The curriculum devotes substantial attention to relevant aspects of economics, corporate finance, taxation, legal history, comparative law, psychiatry, statistics, and other social science methodology.

The Divinity School offers several courses each year in ethics. Offerings such as courses in environmental ethics, ethics and politics, and moral knowledge allow business students to explore ethical issues in greater depth.

Among the programs of study offered by the School of Social Service Administration are those on social welfare and services, their development, organization, and operation; the purpose and status of current programs; the influence of political, economic, and social factors; and the role of the social worker in assessment and change. Students should also refer to the SSA catalog for information and course descriptions regarding the health administration program.

The Pritzker School of Medicine emphasizes the scientific basis of medicine and the skillful application of scientific principles to human problems. Graduate School of Business students with appropriate backgrounds or specific objectives may find courses of interest in areas such as population and environmental biology, social medicine, and social and ethical issues in medicine.

The Irving B. Harris Graduate School of Public Policy's academic program combines rigorous training in quantitative analysis with social science research and applies it to real policy problems. The faculty's research is distinctly problem driven, striving to address some of our nation's most urgent policy questions.



INFORMATION *for* APPLICANTS

ADMISSION

The normal prerequisite for admission is a bachelor's degree from an accredited institution. Students who do not have a bachelor's degree may contact the school for "special eligibility." Special eligibility may be granted in a limited number of cases to persons who can meet the school's criteria by showing either or both of the following:

- the equivalent of three recent academic years (90 semester hours) of acceptable undergraduate credits of superior quality from a single institution;
- scores on the General Examinations of the College-Level Examination Program (CLEP) that meet the school's standards.

Persons interested in consideration for special eligibility must receive approval before an application is submitted and should, therefore, contact the Associate Dean of Enrollment Management as soon as possible for further information.

APPLICATION PROCEDURE

Applications for admission to the full-time M.B.A. and I.M.B.A. program should be submitted to the Office of Admissions and Financial Aid, The University of Chicago Graduate School of Business, 6030 South Ellis Avenue, Chicago, Illinois 60637. The deadline for the M.B.A. program is March 22, 2002. The deadline for the I.M.B.A. program is January 18, 2002. To download or request an application electronically, or to apply online, visit the Web site at gsb.uchicago.edu. To receive an application package, send a request to the above address, send a fax to 773.702.9085, or call the Office of Admissions and Financial Aid at 773.702.7369.

Applications to the part-time M.B.A. programs should be filed at least six weeks in advance of the quarter for which admission is sought. Exact deadlines are listed in the application for admission. Applications for the part-time program can be obtained through the Web site or by calling 312.464.8660.

The application fee is \$175. This fee must accompany each application for admission to the Graduate School of Business. It is not refundable and does not apply as advance payment for other fees.

Time of Entry

Students enter the full-time M.B.A. program in the autumn quarter only; attendance at Core, the GSB orientation program, is required for enrollment. Students in the I.M.B.A. program begin only in the summer. Part-time study in the evening M.B.A. program may begin in any quarter except summer; part-time study in the weekend M.B.A. program may begin only in the autumn. All students who matriculate at the University of Chicago agree to abide by the university's rules and regulations. These rules and regulations include settlement of any account due the university. Details are available in the *Student Information Manual* provided to students upon matriculation.

Students who matriculate at the Graduate School of Business also agree to abide by the GSB's Honor Code, which can be found on the Web site at www-gsb.uchicago.edu/student_svcs/honcode.shtml.

Criteria for Admission

The Admissions Committee evaluates each applicant on the basis of all the pieces of evidence it has available. These include personal essays, history of extracurricular involvement, educational record, letters of reference, performance on the Graduate Management Admission Test (GMAT), employment experience, a personal interview, and any special factors the applicant may bring to the committee's attention. No arbitrary cutoffs in terms of a student's grade point average or scores on the GMAT are used.

The committee seeks candidates with strong potential for success in both an academically demanding program of study and a professional career. To this end, the committee looks for evidence of leadership ability, interpersonal and communication skills, and maturity, in addition to potential for academic success.

The school accepts applications from students in all fields of undergraduate study but particularly encourages students who have pursued a broad liberal education to apply. Official transcripts of all undergraduate (and graduate, if appropriate) work must accompany each application.

An applicant's work experience—full-time, part-time, or summer employment—will be evaluated by the committee based on the degree of responsibility held and any progress made during the term of employment.

In keeping with its long-standing traditions and policies, the University of Chicago, in admissions, employment, and access to programs, considers students on the basis of individual merit and without regard to race, color, religion, sex, sexual orientation, national or ethnic origin, age, disability, or other factors irrelevant to participation in the programs of the university. The Affirmative Action Officer (773.702.5671) is the university's official responsible for coordinating its adherence to this policy and the related federal and state laws and regulations (including Section 504 of the Rehabilitation Act of 1973, as amended).

Letters of Recommendation

Two letters evaluating each applicant's capacity to undertake a demanding academic program and a successful professional career must be included with the application. Letters of reference may come from either college instructors or business supervisors. Employed applicants should submit references from employers who are in a position to judge their performance in a professional capacity.

Graduate Management Admission Test (GMAT)

The GMAT, administered by the Educational Testing Service, must be taken by each applicant for admission. Test scores supplement the other credentials in evaluating applicants. The institution code for the Graduate School of Business is 1832 for the GMAT. All arrangements for taking the test must be made directly with the Educational Testing Service.

The GMAT is offered as a computer-adaptive test throughout North America and at many international locations. The paper-and-pencil test will no longer be available at most locations. Call 1.800.GMAT.NOW to obtain further information and arrange a test time and location, or visit www.gmat.org.

GMAT test scores older than five years from the deadline for which the applicant is applying cannot be considered. The Admissions Committee will accept GMAT scores without the analytical writing assessment provided the scores are not more than five years old.

Interviews

The Graduate School of Business strongly encourages and, in some cases, may require interviews for full-time M.B.A. applicants. Interviews are required of all applicants to the evening M.B.A. and weekend M.B.A. programs. Interviews provide valuable supplementary information for the Admissions Committee and give applicants a better understanding of the school. It is not necessary to submit an application before requesting an interview; but interview appointments should be scheduled at least one month prior to the deadline for which the applicant is applying.

To request an interview for the campus M.B.A. or I.M.B.A. program, please submit a request through the Web site at gsb.uchicago.edu or submit a request in writing to the Office of Admissions and Financial Aid. To schedule an interview for the evening M.B.A. program or weekend M.B.A. program, call 312.464.8700.

Foreign Language Assessment

International M.B.A. (I.M.B.A.) program applicants whose native language is English must submit the language assessment form indicating their proficiency in at least one foreign language. This form should be completed by someone with an in-depth knowledge of a foreign language and knowledge of the applicant's ability in that language. (A former language instructor is preferred.) The language assessment form should be completed by the evaluator, returned to the applicant, and submitted with the rest of the application materials.

Test of English as a Foreign Language (TOEFL)

The Test of English as a Foreign Language (TOEFL) is required by the university of all international students whose native language is not English. It is not required if the applicant has at least two years of study toward a degree (not including ESL classes) in the United States, the English-speaking provinces of Canada, the United Kingdom, Australia, or New Zealand. Students who have studied in the English language (for example, in Hong Kong, India, Pakistan, the Philippines, etc.) but whose native language is not English must take this examination. Only TOEFL is acceptable.

To arrange for this test, visit www.ets.org or write to TOEFL, CN 6152, Princeton, New Jersey 08541-6152. Bulletins about TOEFL are available at most United States embassies and consulates and at United States Information Agency offices. Detailed information also can be found at their Web site at www.ets.org. The institution code for the Graduate School of Business is 1832-02. The code for the Ph.D. program is 1819. All arrangements for taking TOEFL must be made directly with the Educational Testing Service.

TOEFL scores older than two years from the deadline for which an applicant is applying cannot be considered.

Deferrals

In general, deferrals are granted only in cases of extreme emergency. Admitted applicants with professional, military, or other related experience should plan to attend the program during the quarter and year for which they were offered admission.

All requests for deferrals must be submitted in writing to the director of admissions. The Admissions Committee considers each request on its merits and retains the right to grant or deny a guaranteed admission for a future year. Deferrals in the full-time M.B.A. program are granted for one year only. Requests should specify the quarter and year the student anticipates entering the program and should give some details of the individual's plans for the period covered. Generally, deferrals are not granted after the end of May. Deferrals in the evening M.B.A. program are usually granted for one quarter only.

TUITION AND EXPENSES

The tuition and fees listed below are for the campus M.B.A. program, unless otherwise noted. For tuition and fees for the I.M.B.A. program or the executive M.B.A. program, contact the appropriate office listed in the directory at the end of this book.

NORMAL FEES

The university uses an advance-billing system. Tuition bills are sent to students approximately two months before the start of the quarter, and payment is due a month before the start of the quarter.

The fees below are for the 2001–2002 academic year and are subject to change.

Student Accident & Sickness Insurance:

Basic Plan (student only)	\$1,134
Comprehensive Plan (student only)	\$1,497
Comprehensive Plan (spouse/domestic partner)	\$1,797
Comprehensive Plan (one or more children)	\$1,797
Required annual student health and activity fee	\$429

Tuition fees:

Full-time graduate program of ten courses (one academic year)	\$30,500
Each course in any academic quarter	\$3,050

Evening M.B.A. and weekend M.B.A. programs (two-course average per quarter):

Each course	\$3,050
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FEES FOR SPECIAL CIRCUMSTANCES

Late registration fee	\$50
Late payment fee (early bill)	\$50
Late payment fee (regular bill)	\$100
Fee for change in registration after the fifth week of the quarter	\$25

REFUNDS

Students who are given permission to cancel their registrations in whole or in part shall be granted a refund according to the schedule below. Written approval by the director of the Office of Student Affairs of any cancellation, with the date it becomes effective, must be certified by the Office of Student Affairs or the director of the evening M.B.A. and weekend M.B.A. programs office.

The following table shows the final dates each quarter for presenting approved "change forms" to receive certain percentages of refund.

	Autumn Qtr. '01	Winter Qtr. '02	Spring Qtr. '02	Summer Qtr. '02
Quarter starts	Sept. 24	Jan. 2	Mar. 25	June 24
Full refund	Sept. 26	Jan. 13	Mar. 31	June 30
65% refund	Oct. 12	Jan. 25	Apr. 12	July 12
50% refund	Oct. 19	Feb. 1	Apr. 19	July 19
30% refund	Oct. 26	Feb. 8	Apr. 26	July 26

Exception: A student who is required to withdraw for disciplinary reasons shall not be entitled to any refund of tuition fees.

COST OF ATTENDANCE

The cost of attendance is an estimate of what it will cost a single student to attend school for nine months. A standard cost of attendance is established for all students receiving financial assistance. Included in the cost are tuition and fees, books, rent, food, personal expenses, transportation, and a computer allowance. There is an additional program fee for I.M.B.A. students. In addition to the cost of attendance, financial aid includes loan fees and, if necessary, additional costs can be considered if a student appeals and submits documentation supporting the costs. A student's total financial aid award cannot exceed the cost of attendance.

2001–2002 tuition for campus M.B.A. students is \$3,050 per course. For I.M.B.A. students, the rate is \$8,714 per quarter (four quarters), and the program fee is \$1,571 per quarter (four quarters).

	M.B.A. Three Quarters (nine months)	I.M.B.A. Four Quarters (twelve months)
Tuition: M.B.A.—ten courses	\$30,050	
Tuition: I.M.B.A.—four quarters		\$34,856
I.M.B.A. Program Fee—four quarters		6,284

Activity Fee	96	128
Health Service Fee	333	444
Health insurance (basic)	1,134	1,134
Books	1,500	2,000
Rent	8,550	11,400
Food	4,950	6,600
Personal	2,000	2,666
Transportation	1,350	1,800
Computer Allowance (one time)	3,000	3,000
Total	\$54,413	\$70,312

FINANCIAL AID

The University of Chicago Graduate School of Business is committed to identifying financial resources for students who require assistance in meeting the cost of the M.B.A. program. The school offers two types of financial assistance: scholarships and loans. Loan application materials are automatically sent to **admitted** full-time campus M.B.A. and I.M.B.A. U.S. citizens and U.S. permanent residents.

SCHOLARSHIPS

The Graduate School of Business awards scholarships based on academic excellence and demonstrated qualities of leadership. All admitted students are considered for a scholarship. Awards are granted to first-year students and are primarily for the first year of study. A limited number of scholarships are offered for the second year. Scholarships are awarded to students who are entering the full-time campus M.B.A. and I.M.B.A. programs. No service to the university is required. Approximately 20 percent of the entering class receives scholarships. Generally, the award amounts range from \$10,000 to \$20,000. Scholarship recipients will receive notification beginning in April, and scholarships are awarded throughout the summer until the start of the program.

The Minority Student Fellowship Program

The Graduate School of Business has a long history of providing educational opportunities for minority students. The Graduate School of Business Minority Student Fellowship Program is a corporate-sponsored scholarship program for talented minority students. Eligible candidates are African Americans, Hispanic Americans, or Native Americans who are U.S. citizens or U.S. permanent residents. Applicants who have a complete admissions application on file by the second application deadline and have indicated their ethnic origin in the appropriate space on the admission application will automatically be considered.

The majority of the fellowships are two-year awards ranging from \$10,000 to \$20,000 per year. The sponsoring company may offer recipients a summer internship position. While neither the student nor the company makes a commitment for long-term employment, full-time employment arrangements often develop as a result of the program.

STUDENT LOANS

Loans typically are the major part of financing the M.B.A. degree. It is recommended that students utilize all of their personal resources first before borrowing any money. Educational loans are serious financial and legal obligations. All student loans are not alike. The interest rate, repayment periods, and repayment terms may differ. The following information describes the various loan programs available to M.B.A. students.

Federal Loan Programs

The two federal loan programs are the **Federal Stafford Loan** and the **Federal Perkins Loan**. Students must qualify for federal loans, based on specific guidelines. The **Federal Stafford Loan** program is divided into two types: subsidized and unsubsidized. The funds are provided by lending institutions. The University of Chicago is a lender in this program. The maximum amount a student can borrow in one academic year is \$18,500. The maximum subsidized loan is \$8,500. The maximum unsubsidized loan is \$18,500 minus the borrowed subsidized amount (a maximum of \$8,500). The financial aid office will determine the amount of subsidized loan a student can borrow. This amount is based on financial need as determined by federal guidelines. If the student qualifies for the subsidized portion, the interest is paid by the federal government while the student is in school at least half time (two or more courses). The unsubsidized portion is not based on financial need. The student is responsible for paying interest on the loan from the day of disbursement. The student can choose to make regular interest payments or have the interest capitalized at repayment. Students who do not qualify for any subsidized portion can still borrow the entire \$18,500 in an unsubsidized loan. The total loan amount may be affected by any other financial aid a student may receive, such as scholarships, tuition benefits, or veteran's benefits.

The interest rate is variable, based on the 91 Day U.S. T-Bill plus 1.7 percent while in school. In repayment, the interest rate is variable, based on the 91 Day U. S. T-Bill plus 2.3 percent. The interest rate is capped at 8.25 percent. The interest rate changes every July 1. Repayment begins six months after graduation, leaving school, or dropping below half-time status (two or more courses). There is a ten-year repayment period. The total aggregate loan amount, including undergraduate borrowing, is \$138,500. The University of Chicago is allowed to charge a 2 percent federal origination fee. The fees are deducted from the loan proceeds before each disbursement.

The funds for the **Federal Perkins Loan** program are provided by the federal government. The financial aid office will determine the amount of Perkins Loan a student can borrow, up to \$6,000 in one academic year. Perkins Loans are awarded to second-year students only. The amount is based on financial need as defined by federal guidelines and is designated for exceptionally needy students. The interest rate is 5 percent and the federal government pays the interest while the student is enrolled at least half time. There are no fees charged on this loan. Repayment begins nine months after graduation, leaving school, or dropping below half-time. The total aggregate loan amount, including undergraduate borrowing, is \$30,000. There is a ten-year repayment period.

Private Alternative Loans are **not** federal loans. Funds are provided by various lenders. The University of Chicago is a lender in the alternative loan program. This is a credit-based loan. The maximum loan amount per academic year is the cost of attendance minus all other financial aid (including any Stafford or Perkins loans, scholar-

ships, tuition benefits, etc.). Interest rates vary and are generally based on Prime or T-Bill plus points, are adjusted quarterly, and are higher than federal loan programs. Interest accrues on these loans from the first date of disbursement and payment is the responsibility of the student. Interest can be capitalized or paid quarterly. Repayment begins six months after leaving school. The repayment period can be up to twenty years.

ELIGIBILITY REQUIREMENTS FOR FEDERAL FINANCIAL AID

To apply for the Federal Stafford Student Loan or Federal Perkins Loan, students must meet certain eligibility requirements. These requirements are: be admitted to the Graduate School of Business; be a U.S. citizen or U.S. permanent resident; be enrolled at least half time (two or more courses per quarter) in a program leading to a degree; maintain satisfactory academic progress as defined by the educational program; be in compliance with selective service registration; not be in default on any educational loan; not owe a refund on a federal grant or loan; and have a U.S. Social Security number.

APPLICATION PROCESS

U.S. citizens and U.S. permanent residents who are admitted to the full-time M.B.A. program will receive a loan application packet. Packets are sent in mid-March. The packet contains a Graduate School of Business financial aid application, a free application for Federal Student Aid (FAFSA), and a Federal Stafford Loan Master Promissory Note. All students applying for any **federal** assistance have to complete and submit the FAFSA to the federal processing center. The Web site for more information on federal financial aid for students is www.ed.gov/offices/OPE/Students. The University of Chicago Graduate School of Business Title IV school code is E00512. All federal aid programs are based on specific requirements. The Graduate School of Business financial aid application and Federal Stafford Loan Master Promissory Note are to be completed and returned to the Graduate School of Business financial aid office. There is **NO** deadline to apply for loans. However, application processing takes about three to four weeks **AFTER** all completed application materials are received. Students receiving financial assistance will get an award letter showing the amount of financial aid they have received.

INTERNATIONAL STUDENTS

Admitted international students are considered for scholarships just like all other admitted students. Students holding any type of visa **are not eligible for any federal financial aid**. Students are encouraged to investigate funding sources in their home countries. Many government ministries of education, employers, and banks may offer assistance in the form of grants or loans.

Chicago GSB offers two credit based loan programs to international students. One requires a cosigner and one does not. Both loan programs require a student to have a U.S. Social Security number in order to process the loan.

Students using the loan requiring a cosigner can borrow up to the cost of attendance minus any scholarships. The cosigner must be a creditworthy U.S. citizen or U.S. permanent resident, currently living in the U.S. The interest on this loan is variable and is the U.S. 91 day T-Bill plus 3.25 percent while the student is in school and the U.S. 91 day T-Bill plus 3.4 percent when the student is in repayment. The interest can be paid

while the student is in school or capitalized before repayment. There are no fees charged. There is a twenty year repayment period. Repayment begins six months after graduation or leaving school.

The loan not requiring a cosigner is limited to \$30,000 each year for a maximum of \$60,000. There is a 5 percent fee deducted from the total loan amount. The interest is variable and is the 91 day LIBOR rate plus 3.5 percent both in school and out of school. The student must pay the interest quarterly. Repayment begins as soon as the student leaves school. There is a twenty year repayment period. Students do not need to have any credit history in the U.S. in order to receive the loan.

EMERGENCY LOANS

The Graduate School of Business has a limited number of short-term loan funds for emergency situations. Generally these loans must be repaid within ninety days. The following is a list of contributors to the emergency loan fund program.

The African American Loan Fund was established in 1991 by Graduate School of Business African American alumni.

The Sidney Bliss Loan Fund was established by a gift from the estate of Mr. Bliss in 1973 for students in the Graduate Program in Health Administration.

The Clement Clay Loan Fund was established by a gift from the estate of Mr. Clay in 1986 for students in the Graduate Program in Health Administration.

The Ronald B. Cooper Loan Fund was established by Mr. Cooper when he was a student at the Graduate School of Business and is fully supported by donations from students and alumni. The fund provides short-term, emergency loans to M.B.A. students.

The William L. Dimmer Loan Fund was established to honor the first loan manager of the Graduate School of Business. The fund was financed through the generosity of the Oscar G. and Elsa S. Mayer Charitable Trust and provides short-term loans for M.B.A. students.

The Valerie E. Dunn Student Loan Fund was established as a memorial to Ms. Dunn by her friends and colleagues at the Harris Bank in Chicago. The fund became available for short-term emergency loans in October 1987.

The Electronics Representatives Loan Fund, established in 1976, had been held in trust and became available for emergency loan use in 1990.

The Executive Program Club Loan Fund was established in 1963 in memory of Neele Stearns. The fund had been held in trust and became available for emergency loans in 1988. GSB students who demonstrate need and whose academic performance indicates successful progress are eligible.

The George Gund Foundation Student Loan Fund was established in 1975 and is available to students in the Graduate Program in Health Administration.

The Joseph B. Hall Loan Fund, established in 1961, had been held in trust and became available for emergency loan use in 1990.

The W. K. Kellogg Foundation Hospital Administration Loan Fund is available to students in the Graduate Program in Health Administration.

The Ferd Kramer Emergency Loan Fund was established in 1973 to help students.

The Joseph M. Kubert Memorial Loan Fund was established in 1975 by Unarco Industries, the Kubert family, and friends to honor Mr. Kubert, who was a Unarco director

and a former GSB professor. The fund had been held in trust and became available for emergency loan use in 1990.

The Oscar G. Mayer Loan Fund, established in 1978, had been held in trust and became available in 1988.

The Mobil Oil Corporation Student Loan Fund was established through a grant to benefit students at the Graduate School of Business.

The J. E. Ratner Memorial Student Loan Fund was established to honor Mr. Ratner, who taught marketing at the school from 1930 to 1932.

The Rebecca J. Schneiderman Memorial Loan Fund is available to students enrolled in the Graduate Program in Health Administration. This fund honors the memory of Ms. Schneiderman, a first-year M.B.A. student who died in March 1987.

The School of Business Loan Fund dates back to 1922 when Eli and Harriet Williams directed that a portion of their scholarship contribution be channeled to business school students.

The Standard Oil of California (now Chevron Corporation) Student Loan Fund was established in 1976.

The United States Steel Foundation Loan Fund was established in 1975.

The University of Chicago Women's Business Group Loan Fund was established by this alumni group and became available for short-term emergency loans to GSB students in 1988.

The Marjorie Walters Emergency Loan Fund for Ph.D. students was established in 1983 by friends and relatives of the late Marjorie Walters, former assistant dean of students.

The Joseph S. Wright Fund was established in 1976 by Zenith and its dealers to honor their retired chairman. The fund had been held in trust and became available for emergency loan use in 1990.

The Zenith Loan Fund, established in 1974, had been held in trust and became available in 1988.

OUTSIDE PH.D. FELLOWSHIPS

Upon nomination by the school, Ph.D. students may compete for a number of outside fellowships. Generally, the fellowships provide cash stipends plus tuition. The majority require that students have reached the candidacy stage in their Ph.D. program. Following is a sample list of foundations and companies that provide such funds:

American Institute of Certified Public Accountants
 Arthur Andersen & Co. Foundation
 Deloitte, Haskins & Sells Foundation
 Ernst & Young
 Peat, Marwick, Main Foundation
 Richard D. Irwin Foundation
 State Farm Companies Foundation

SCHOLARSHIP DONORS

The following section lists contributors to the Graduate School of Business scholarship program.

The Lester Armour Scholarship Fund provides funds for M.B.A. students on the basis of academic achievement and financial need.

The Ruth Bamberger Scholarship provides funds to worthy and qualified M.B.A. students.

The Alvin H. Baum Scholarship Fund provides funds for M.B.A. students on the basis of academic achievement.

The Arthur H. Bilger Scholarship Endowment, donated by this California venture capitalist, M.B.A. '77, provides scholarships to worthy and deserving minority students of high caliber.

The Fischer Black Fellowship in Finance Management, named to honor the co-author of the Black-Scholes Theorem, provides doctoral fellowships to students in finance.

The James W. Button Scholarship provides funds for M.B.A. students on the basis of academic achievement and financial need.

The Chase Manhattan Petroleum Studies Scholarship provides funds for domestic and international M.B.A. students interested in petroleum management or finance on the basis of leadership ability, academic achievement, and financial need.

The Chevron USA Fellowship is provided by Standard Oil of California and is awarded annually to an outstanding minority M.B.A. candidate.

The Class of 1987 Endowed GSB Scholarship was established to support needy and meritorious M.B.A. students.

The Class of 1990 Endowed GSB Scholarship is awarded to recipients selected on the basis of leadership, academic record, and community involvement.

The Charles I. Clough Scholarship Fund, donated by the former Chief Strategist at Merrill Lynch & Co., M.B.A. '66, provides scholarships for deserving M.B.A. students.

The Frank M. Coates Scholarship was donated by Kenneth J. Coates, M.B.A. '64, former executive at Ford Motor Company, in honor of his father. It provides scholarships for deserving M.B.A. students at the GSB.

The Ike and Marjorie Crews Scholarship provides funds for M.B.A. students on the basis of leadership ability, academic achievement, and financial need.

The David H. Echols Endowed Scholarship, named in memory of this former Lecturer in Management at the GSB, is awarded to students who have a special interest in entrepreneurial studies.

The Hillel J. Einhorn Fellowship, made available through an endowment given in memory of Hillel J. Einhorn, Wallace W. Booth Professor of Behavioral Science at the GSB, is awarded to a Ph.D. student pursuing studies in behavioral decision making.

The Dana Feitler Scholarship is awarded to a woman who possesses a highly developed social conscience as well as a strong academic record.

The Mark Feldman Scholarship provides funds to students with an interest in finance.

The First National Bank of Chicago Scholarship provides funds for M.B.A. students on the basis of academic achievement and financial need.

The Eleanor Fredrick Scholarship, donated by this alumnae, M.B.A. '84 in the Executive Program, is awarded to African American students, with a preference for qualified Executive Program (XP) students.

The Steven M. and Cheryl S. Friedman Family Scholarship, provided by this venture capitalist, M.B.A. '77, and his family, provides scholarships to worthy and deserving students of the GSB.

The Abram M. Fulton Scholarship is awarded to outstanding students.

The Ralph R. Gaines Scholarship for an M.B.A. student was established in 1979 by Mrs. Betty Gaines to honor her late husband, an alumnus of the Graduate School of Business.

The Albert J. and Ruth Galvani Scholarship provides funds for a first-year M.B.A. student on the basis of need and scholarship.

The Stanley N. Gore Scholarship is awarded to M.B.A. students of high academic achievement and financial need.

The Jerome S. Gore-Hartmarx Scholarship provides tuition support for an outstanding first-year M.B.A. student.

The Sanford J. Grossman Fellowship was given by this Trustee Professor at the Wharton School of Business at the University of Pennsylvania in honor of his thesis dissertation director, the H.G.B. Alexander Distinguished Service Professor Arnold Zellner. The fund provides a Ph.D. fellowship to an outstanding doctoral candidate.

The Herman Family Foundation Fellowship for Women in Entrepreneurship, donated by entrepreneur Michael E. Herman, M.B.A. '64, provides financial aid to women M.B.A. students who are interested in pursuing an entrepreneurial career.

The Charles T. Horngren Fellowship Fund, funded by this Emeritus E. W. Littlefield Professor of Accounting at Stanford University, GSB Ph.D. '55, provides a fellowship for a Ph.D. student who presents a research or dissertation proposal which has been judged outstanding by the accounting faculty.

The Earl R. Hutton Memorial Scholarship provides funds for minority M.B.A. students on the basis of academic achievement and financial need.

The ImMasche Scholarship is provided from the estate of Francis William ImMasche for first-year M.B.A. students.

The John E. Jeuck Scholarship, established by friends and associates of John E. Jeuck, Robert Law Professor Emeritus and former dean of the Graduate School of Business, provides funds to M.B.A. students on the basis of academic achievement and financial need.

The James S. Kemper Fellowship is awarded to an outstanding student in the entering class on the basis of scholarship and personal achievement.

The Donald G. Kempf Jr. Fund Fellowship, donated by this partner at the Kirkland and Ellis law firm, M.B.A. '89, provides student aid to deserving M.B.A. students.

The Kraft General Foods Minority Fellowship provides fellowships to minority students.

The John Leusner Endowed Fellowship Fund was named by his friends and parents in memory of John Leusner, a finance Ph.D. student who died in a swimming accident in 1996. The funds are provided for an outstanding finance Ph.D. student (fourth-year or later) whose dissertation proposal is sufficiently creative to merit award.

The Dorothy and Walton Lewis Scholarship, named by lawyer David Baker Lewis, M.B.A. '67, in honor of his parents, provides scholarships for worthy and deserving students in the GSB. Preference is given to graduates of public schools of Detroit, or Oakland University of Rochester, MI.

The Eli Lilly Minority Scholarships provide awards for first-year minority students at Chicago GSB.

- The Howard S. Marks Scholarship*, donated by the Chairman of Oaktree Capital Management, LLC, M.B.A. '69, gives preference to individuals who plan careers in active investment management.
- The Leon Carroll Marshall and Mary Keen Marshall Scholarship* for an entering M.B.A. student was established in 1974 in honor of Leon C. Marshall, past dean of the Graduate School of Business.
- The Peter W. May Scholarship* provides funds for M.B.A. students on the basis of academic achievement and financial need.
- The Oscar G. Mayer Fellowship*, made available through an endowment given in memory of Oscar G. Mayer by the Oscar Mayer Foundation, is awarded annually to a Ph.D. candidate in the Graduate School of Business.
- The George V. Myers Scholarship* provides funds for M.B.A. students with strong academic merit and financial need.
- The Northern Trust/David W. Fox Scholarships*, donated in honor of former Chairman and CEO David W. Fox, M.B.A. '58, funds an M.B.A. student with preference given to students who live in or are originally from the Chicago area, and who are dependent in whole or in part upon their own efforts to attend the GSB.
- The Dr. Herbert D. Odom Scholarship* provides funds for minority M.B.A. students on the basis of leadership ability, academic achievement, and financial need.
- The Joseph A. Pichler Ph.D. Fellowship Fund*, donated by the Chairman and CEO of The Kroger Co., provides funds to attract the best marketing Ph.D. students to the GSB.
- The Quaker Oats Scholarship* provides funds for M.B.A. students on the basis of academic achievement and financial need.
- The Rath Foundation Merit Scholarships* provide for Rath Scholars who are selected solely on the basis of academic merit.
- The David Rich Scholarship*, named for an alumnus of the class of 1990, provides funds for a Canadian student who attends the Graduate School of Business.
- The William Lee Rogers Scholarship* was donated by Mr. Rogers, Principal of Colony Capital, Inc., M.B.A. '72, so that current students may benefit from a scholarship at the GSB, as he did.
- The Madelon L. and Richard N. Rosett M.B.A. Scholarship*, funds contributed by friends and associates of Richard N. Rosett, honors his retirement as twelfth dean of the Graduate School of Business.
- The Lester Roth Scholarship* is awarded to students based on merit and financial need.
- The Seibel Scholars Program* is awarded to second-year M.B.A. students based on academic achievement, leadership, and contributions to the GSB community.
- The Leslie P. Sorensen Scholarship* provides funds to a worthy student with an interest in statistics.
- The Beryl W. Sprinkel Endowment Fund*, whose namesake obtained his Ph.D. in 1952, provides fellowships to doctoral students in the Graduate School of Business and the Economics Department, alternately.
- The Walter Steel Scholarship* provides funds for M.B.A. students on the basis of academic achievement and financial need.
- The Joel Stern Scholarship* provides funds for M.B.A. students on the basis of academic achievement and financial need.
- The George J. Stigler Fellowship Fund*, established by friends and associates of Professor Emeritus George J. Stigler, provides funds for students in the economics depart-

ment, Law School, and Graduate School of Business on the basis of academic achievement and financial need.

- The Roger and Susan Stone Scholarship* provides funds for minority M.B.A. students on the basis of academic achievement and financial need.
- The Joseph W. Sullivan III Scholarship Award* was founded in 1979 by members of the Chicago Board Options Exchange to honor their former CEO, Joseph W. Sullivan III. It is given to an entering student on the basis of academic promise.
- The Texaco Scholarship* is awarded to students based on academic merit.
- The Vasey Foundation Scholarship*, donated through the foundation of Roger M. Vasey, M.B.A. '70 (Evening Program), provides scholarships to minority M.B.A. students. Preference is given to qualified University of Missouri students.
- The Morris Vehon Fellowship* is awarded annually to an outstanding M.B.A. student. This fellowship is made available by the Morris and Nellie A. Vehon Endowment Fund.
- The Amy and Richard Wallman Scholarship* provides funds for worthy and deserving students pursuing M.B.A. studies in the GSB.
- The Mr. and Mrs. Charles W. Wharton Scholarship* is awarded to a needy M.B.A. student, preferably from the Southeastern United States.
- The William H. White Scholarship* provides funds to worthy and independent students whose chief interest is salesmanship.
- The William R. and Ruth Z. Wilson Scholarship*, established by consultant William R. Wilson, M.B.A. '70, provides M.B.A. scholarships for deserving students.

HONORS AND PRIZES

- The Bain and Company Prize for Excellence in Strategy* is awarded annually to the graduating student selected by the faculty as having the most outstanding academic record in strategy.
- The Barclays Capital Award for International Finance* is awarded annually to the graduating student selected by the faculty as having the most outstanding academic record in international finance.
- Beta Gamma Sigma* is an honorary society that encourages and recognizes scholarship and professional accomplishment in business. Students of high scholastic standing in the Graduate School of Business are eligible for election. Membership is awarded on the basis of distinguished performance in the field of business, whether as a student, faculty member, or practitioner.
- The Irwin J. Biederman Award* is awarded to a campus student for outstanding leadership in student life and activities during the first year.
- The George Hay Brown Marketing Prize* is awarded annually to a graduating student selected by the faculty as having the most outstanding academic record in marketing.
- The Center for Research in Security Prices Award for Excellence in Finance* and the *Wall Street Journal Student Achievement Award* are awarded annually to the graduating student selected by the faculty as having the best scholastic record in finance.
- The Chief Extracurricular Organizer (CEO) Award* is awarded annually for outstanding contributions to student life and activities in the evening M.B.A. and weekend M.B.A. programs.
- The Citibank Award* was established in 1994 by a grant from Citibank. This prize is awarded annually to the student selected by the faculty as having the top academic performance in finance after the first year of coursework.

The Harry L. Davis Award is awarded annually to a graduating full-time M.B.A. student who has most exhibited creativity, a willingness to take risks, and a strong commitment to the Graduate School of Business during his or her two years in the M.B.A. program.

The Dean's Award of Distinction is given annually to the graduating full-time M.B.A. students who have made outstanding contributions in the areas of leadership, student life, and community service while at the Graduate School of Business.

The FMC Corporation Prize was established in 1977 by a grant from FMC Corporation. The prize is awarded annually to two students selected by FMC in recognition of outstanding achievement and exceptional promise in business after the first year of coursework.

The Henry Ford II Scholar Award was established in 1978 by the Ford Motor Company. The prize is awarded annually to honor the student selected by the faculty as having the most outstanding academic record after the first year of coursework.

The Kiplinger Award is awarded annually to a campus student for academic achievement and outstanding involvement in student life and activities during the first year.

The KPMG Peat Marwick Award for Leadership and Scholarship in the Evening M.B.A. Program was established by a gift from Peat Marwick Main & Co. in 1989. The prize is awarded annually to a student in the evening M.B.A. program in recognition of academic achievement and extracurricular activities.

The Oscar G. and Elsa S. Mayer Prize was established in 1976 with a gift from the Oscar G. and Elsa S. Mayer Charitable Trust. The prize is awarded annually to the graduating student selected by the faculty as having the most outstanding academic record.

The Ryerson Tull Prize for General Management is awarded annually to the graduating student selected by the faculty as having the most outstanding academic record in general management.

EMPLOYMENT OPPORTUNITIES

EMPLOYMENT FOR STUDENTS

M.B.A. Career Services and the university's Office of Career and Placement Services assist students in obtaining part-time employment both within and outside the university. In general, it is not possible to discuss specific job opportunities with students until they are available for interviews and know what their class schedules will be. Students, particularly those in their first quarter, are advised against assuming any considerable burden of outside work.

Positions range from the usual nonacademic jobs at a university through research assistantships to teaching posts at other institutions in the area. In addition, part-time work can be found in the Chicago business community.

EMPLOYMENT FOR SPOUSES OF STUDENTS

The University of Chicago has a variety of positions across all professional arenas for which spouses, domestic partners, and others who are moving to Hyde Park with new students may request consideration. People moving to the area are invited to browse the university job listing at www.uchicago.edu and begin applying for positions prior to

arrival on campus. A resume and cover letter indicating affiliation with the university may be submitted to the Employment Office via the following methods: mail to 956 East 58th Street, Chicago, Illinois 60637, e-mail to employment@uchicago.edu, or fax to 773.834.0303. The university tries, whenever possible, to assist spouses and partners of students with employment opportunities.

INTERNATIONAL STUDENTS AND SPOUSES

After nine consecutive months of full-time study, F-1 students in the M.B.A. program become eligible for up to twelve months of employment for "Optional Practical Training." They must obtain a recommendation from the University's Office of International Affairs (OIA) and then file an application for authorization with the Immigration and Naturalization Service (INS). Students that enroll in Business 31303, "Field Research," may, as part of the requirements for that course, qualify for employment called "Curricular Practical Training." In that case authorization comes directly from OIA rather than INS. J-1 students are eligible for study-related employment, called "Academic Training," which may last for eighteen months or the length of the period of study, whichever is shorter. Authorization comes from the J-1 sponsor, who issued the student's Certificate of Eligibility, Form IAP-66. F-1 practical training and J-1 academic training may occur during the program of study, part-time while classes are in session, or full time during the summer or other off quarter, or immediately upon completion of the program.

The F-2 spouses of F-1 students are not allowed to work in the United States. The J-2 spouses of J-1 exchange visitors may work in the United States, but only with authorization from the INS. Since authorization is not available in advance, J-1 students may not use the spouse's anticipated earnings in the United States to document funding in advance of arrival.

This is a summary of an extremely complex set of regulations. For details about eligibility and applying for employment authorization, students should visit OIA at 5801 South Ellis Avenue or its Web site at internationalaffairs.uchicago.edu/index.html.



STUDENT LIFE

The approximately six hundred students who enter the M.B.A. program during the course of each year are a diverse mix of men and women with varied backgrounds and interests. Most are active citizens of the school who choose to contribute to at least one of the thirty-plus student organizations. All learn from one another as they exchange ideas, work toward solutions, and develop friendships.

STUDENT HOUSING

A broad range of housing is available to students. Applications are processed on a first-come, first-served basis; students are encouraged to apply early. All units are within walking distance of campus and are on or near the campus bus routes. Student housing includes furnished units in a campus residence hall as well as furnished and unfurnished apartments in the university neighborhood.

The facilities generally fall into three categories: (1) The University House System, which provides rooms for business school students in the New Graduate Residence; (2) International House; and (3) Neighborhood Student Apartments, which maintains twenty-nine apartment buildings, all located within a mile and a quarter of the center of campus, offering a variety of apartment sizes and designs.

THE NEW GRADUATE RESIDENCE HALL

Located at 1307 East 60th Street, the New Graduate Residence Hall (NGRH) was originally designed as a campus conference center by architect Edward Durrell Stone. Converted to a residential facility in 1983, it is now home to 124 graduate students.

The NGRH is the most modern on-campus residence available to students in the Graduate School of Business. Common areas include conference rooms for group study, computer rooms with terminals, a weight room with extensive exercise equipment, a music room with a Steinway piano, and a community kitchen with a dozen ranges, refrigerators, freezers, and plenty of counter space. Student rooms are far enough from common areas to provide privacy for individual study.

Residents of NGRH are not required to participate in a dining hall meal plan; however, they may do so if they wish. Meals are served in three dining halls around the main campus. Meal plan information may be obtained by contacting the Office of Student Housing at rooms@gosh.uchicago.edu or 232 Administration Building, 5801 South Ellis Avenue, Chicago, Illinois 60637.

The residence is open only to first-year Graduate School of Business and Law School students. Room rates for the 2001–2002 academic year are \$7,966 for a large single room; \$6,566 for a single room; and \$6,236 for a single room with a shared bath. Students may cook their own meals in the community kitchen, but there are minor fees associated with the use of the kitchen. Detailed information is available from the Graduate Student Housing Assignment Office, 5316 South Dorchester Avenue, Chicago, Illinois 60615, phone 773.753.2218.

INTERNATIONAL HOUSE

International House of Chicago, founded in 1932 by John D. Rockefeller Jr., is a dynamic program center and residence for 500 graduate students and interns as well as advanced undergraduates (third- and fourth-year students) from over fifty countries, including one-half from the United States. The mission of International House is to enable students of different nationalities and cultures to live and learn together in a community that builds mutual respect, understanding and life-long friendship.

Programs and Resident Life

A wide variety of programs and activities are offered at International House throughout the year. Many are co-sponsored with departments and registered student organizations on campus. Music and cultural performances, outreach programs with Chicago-area international organizations including foreign consulates, orientation programs, visits around Chicago, language exchanges, and discussions led by distinguished guest speakers are among the hundreds of activities held throughout the year. Programs and activities have been developed to enrich the student experience on campus. Students are encouraged to participate in program planning.

Residential Fellowships

Through the generous support of corporations, foundations, and individuals such as University alumni and friends, grants are available to qualified residents to assist with housing expenses. These grants help ensure that International House remains a financially viable option to as many students as possible, maintaining the exceptional geographic, cultural, and economic diversity that is central to its mission. International House also offers a number of part-time work/study positions to residents.

Accommodations

A variety of rooms, all furnished, are available. Room rates for permanent residents* for the 2001–2002 academic year are \$426 per month (\$1,280 per quarter, or \$3,840 per academic year) for an average single room (117 sq. ft.) Several other types of rooms, ranging in size from large (180 sq. ft.) to extra large (235 sq. ft.) are available. If two residents commit to a room-sharing agreement and pay in full at the beginning of the year, the cost of a double room is \$2,955 per person.

International House offers a dining service specifically designed for graduate and professional students, featuring a moderately priced à la carte menu. International House is independent of University of Chicago meal plans. There is no mandatory quarterly dining fee nor minimum dining expenditure.

For further information about International House of Chicago, including programs and activities, or for an application, please visit the Web site: www.uchicago.edu/adm/ihouse. Students with any additional questions may call the Residence Office at 773.753.2280 or send e-mail to i-house-programs@uchicago.edu.

*"Permanent" means resident throughout the entire academic year. Exceptions are made for persons who will complete their academic programs before the conclusion of the academic year, or whose programs impose other special requirements. Persons who wish to claim permanent resident status for less than a full academic year are required to submit a brief statement explaining their special circumstances.

NEIGHBORHOOD STUDENT APARTMENTS

The university owns and operates more than 1,200 apartments throughout Hyde Park, an integrated, residential, lakefront community where most of the university's faculty and students live. The university has a larger pool of good rental housing than almost any other private university in the country and is particularly able to respond to individual housing needs.

The twenty-nine buildings in the Neighborhood Student Apartment system (NSA) range in type from three-story walk-ups to twelve-story elevator buildings and contain units that vary in size from efficiencies to three bedrooms, with many of the efficiencies and one-bedrooms available furnished. Several buildings have fenced-in yards, and all are within a few blocks of many tot lots and city-run playgrounds. All buildings are close to the neighborhood public, private, and parochial schools, and some have parking lots. Some buildings are closer to public transportation and shopping, while others, which are closer to campus, may be farther from shopping. Public and private schools are closer to some buildings than to others, so parents with school-age children should inform the NSA office of their needs when applying for housing. Each of the university's apartment buildings is equipped with token-operated washers and dryers, and each is on campus bus routes that connect with public transportation.

Students entering the university in the autumn quarter will be offered a lease from September through the following August 31, although, with proper notice, students have the option to cancel the lease at the end of the academic year. With advance notice, arrangements to move in prior to September can be made.

Married students and students with domestic partners are assigned to one-, two-, or three-bedroom apartments according to the size of their families. Unmarried students may request single occupancy efficiencies or one-bedroom apartments or may ask to be assigned with a University of Chicago student roommate to a two-bedroom apartment.

A \$150 deposit is required at the time of application but will be returned if the apartment offered is not accepted or within approximately six weeks of the beginning of the lease term.

Students who desire university housing and have not received an application should request one from the Graduate Student Housing Assignment Office, 5316 South Dorchester Avenue, Chicago, Illinois 60615, phone 773.753.2218, fax 773.753.8054.

PRIVATE HOUSING

The private housing market in the neighborhood around the university is generally very tight. Students interested in private housing should plan to look for accommodations well in advance of the opening of the quarter in which they enter the university. The university does not have an off-campus housing office nor does it maintain listings of inspected and approved private housing. Students who prefer to seek housing outside the university system must come to Chicago to secure accommodations. It is virtually impossible to obtain private housing by telephone or through the mail.

THE CAMPUS BUS SERVICE

While residence halls for single graduate students and apartments for married students are located within walking distance of the quadrangles, many residents prefer to use the Campus Bus Service.

DAYTIME BUS SERVICES

Daytime service is comprised of three CTA routes that are subsidized by the University.

Route 170

Buses operate counter-clockwise around the Midway from 59th Street/Harper Avenue via 59th Street, Cottage Grove Avenue, 60th Street, Stony Island Avenue and 59th Street back to Harper Avenue during weekday rush periods only. Buses run every 20 minutes and students ride free by showing their Chicago Card when boarding.

Route 171

Buses make daily trips that depart from 54th Street/Shoreland Hall to the central campus, from early morning until early evening between September and mid-June, and during weekday rush periods only in the summer. Buses run every 15 to 30 minutes and students ride free by showing their Chicago Card when boarding.

Route 172

Buses make daily trips from East Hyde Park at East End to the central campus, from morning until early evening weekdays from September through mid-June, and during rush periods only in the summer. Buses run every 15 to 45 minutes and students ride free by showing their Chicago Card when boarding.

EVENING BUS SERVICES

The University of Chicago operates free evening bus service throughout the Hyde Park-Kenwood neighborhood, consisting of five routes and the continuation of the weekend Midway Shuttle Service. The buses operate on 30-minute schedules and depart from in front of the Regenstein Library and from the Main Quadrangle. Drivers will stop upon signal to pick up and/or discharge passengers along any of the established routes. Due to legal restrictions, use of this bus service is strictly limited to members of the university faculty, staff, and students displaying valid Chicago Cards.

Route 173

The 173 Lakeview Express can get you from Hyde Park to the Loop and the Near North Side quickly and conveniently. The bus runs daily during the school year.

The Lakeview Express departs daily from the Reynolds Club at 5:10 p.m. and then every hour beginning at 6 p.m.; on Friday and Saturday evenings, additional buses run beginning at 8:30 p.m. Riders may get on or off the bus at designated stops along the route. For an updated map of these stops, consult the Web site at www.rh.uchicago.edu/bus. Sunday–Thursday: last departure is at 10 p.m., returning to Reynolds Club at 11:45 p.m. Friday–Saturday: last departure is at 1 a.m., returning to Reynolds Club at 2:45 a.m.

TICKETS AND INFORMATION

Transit cards and passes are available on campus at the Chicago Card Office (Admin. 102), Monday–Friday, 8:30 a.m.–4:30 p.m.; and at the Reynolds Club Box Office, Monday–Friday, 10 a.m.–6 p.m.; Saturday, 11 a.m.–4 p.m.

Transit cards and passes are also available at the following off-campus outlets: Currency Exchanges, Jewel, and Dominick's. Transit cards and passes are also available on the Internet at: www.transitchicago.com.

For updated schedules, maps, and other information, consult the Web site at www.rh.uchicago.edu/bus. Other sources of information include:

- CTA transit information: 312.836.7000
- CTA customer assistance: 1.888.968.7282
- University of Chicago Transportation Coordinator: bus@uchicago.edu

MEDICAL CARE

Two types of health coverage are required of University of Chicago students.

STUDENT HEALTH FEE

All registered students are required to pay a quarterly health service fee. This fee covers costs of primary health care at the Student Care Center (SCC) and counseling services at the Student Counseling and Resource Service (SCRS). The student health fee will be waived only for those students who live and study over 100 miles from campus and who will not be on campus during the quarter.

Students covered by UCHP will be assessed 50% of the health fee. These students must provide the name of the policyholder and the policy number to the Registrar's Office. The fee will not be reduced for participants of any other group or individual health plan.

Health fee services include unlimited visits to a personal physician, student mental health services, access to medical advice twenty-four hours a day, a health education program, and other services. The health service fee does not cover specialized care, emergency services, or routine physicals, nor does the fee include the cost of outside referrals, laboratory tests, x-rays, or hospitalization.

HEALTH INSURANCE

As the student health fee covers only primary health care, the university requires all students to carry adequate medical insurance to cover, among other costs, hospitalization and outpatient diagnostic and surgical procedures. All students must be covered by either the university's Student Accident and Sickness Insurance (SASI) plan or by a health insurance policy comparable to that offered by the university.

The SASI plan provides both inpatient and outpatient health care coverage. It covers major medical and hospitalization expenses, including those relating to maternity, but has a 90-day waiting period for pre-existing conditions. The annual insurance premium for 2001-02 is \$1,134 per year for the basic plan and \$1,497 per year for the comprehensive plan. The basic plan, with identical benefits and coverage, is available to

students' spouses, university-registered domestic partners, and dependents at a rate of \$1,797 per year.

Students who have comparable group insurance coverage may request that their participation in the SASI plan be waived by filling out the waiver form available at registration. If a student decided to waive the plan, the student's signature certifies that the insurance coverage meets the university's requirement and that the information is true and correct. If questions about coverage arise at any time, the university may ask for documentation of enrollment in an alternative insurance program.

Enrollment or waiver of the SASI plan is for the entirety of the plan year. Students who fail to complete an insurance application/waiver form by the requisite deadline will be automatically enrolled in the SASI plan and will be billed for that enrollment.

For further information about enrollment, contact the Registrar's Office, Room 103, 5801 Ellis Ave., Chicago, Illinois 60637, telephone 773.702.7891. For information about benefits under the plan, contact the On-Campus Insurance Coordinator at 773.834.4543 or Chickering Claims Administrators, Inc. at 800.294.9410. Students may also submit questions via e-mail to sasi@chickering.uchicago.edu or by e-mail via Chickering's Web site at www.chickering.com. Click on "The Student Connection," select "Customer Service," and enter the University of Chicago plan number, 724543.

IMMUNIZATION REQUIREMENTS

The State of Illinois requires all students entering a college or university to show proof of immunization against certain vaccine-preventable diseases before registration. All registered students must show proof of immunity to the following diseases: measles (rubeola), German measles (rubella), mumps, diphtheria, and tetanus. Two measles shots given no less than one month apart are required. The diphtheria/tetanus shot must be given within the past ten years, and for all international students, three diphtheria/tetanus shots are required with at least one given in the past ten years. The information presented on the immunization record card must be in English, or accompanied by a certified translation. The Student Care Center will administer vaccines for a fee.

UNIVERSITY POLICIES

STATEMENT OF NON-DISCRIMINATION

In keeping with its long-standing traditions and policies, the University of Chicago, in admissions, employment, and access to programs, considers students on the basis of individual merit and without regard to race, color, religion, sex, sexual orientation, national or ethnic origin, age, disability, or other factors irrelevant to participation in the programs of the university. The Affirmative Action Officer (773.702.5671) is the university's official responsible for coordinating its adherence to this policy and the related federal and state laws and regulations (including Section 504 of the Rehabilitation Act of 1973, as amended).

ASSISTANCE FOR STUDENTS WITH DISABILITIES

The University of Chicago is a community of scholars, researchers, educators, students, and staff members devoted to the pursuit of knowledge. In keeping with its traditions and long standing policies and practices, the university, in admissions and access to programs, considers students on the basis of individual merit and without regard to race, color, religion, sex, sexual orientation, national or ethnic origin, age, disability, or other factors irrelevant to study at the university. This university does not have a comprehensive program orientated wholly towards educating students with disabilities but strives to be supportive of the academic, personal, and work-related needs of each individual and is committed to helping those with disabilities become full participants in the life of the university. Students with disabilities should be directed to contact their area Dean of Students and the Associate Dean of Student Services (Administration 222, phone 773.702.7773) in as timely a fashion as possible to request assistance and coordination of accommodations at the university. Once the appropriate documentation is received, professionals will review it to clarify the nature and extent of the problem. Ordinarily, the Associate Dean of Student Services and area Dean of Students will then meet with the student to discuss the matter. If academic work is at issue, faculty may also become involved in these discussions. The student and the area Dean of Students will maintain contact as appropriate for ongoing efforts to accommodate the student. Assuming the documentation submitted is current and complete, this process may require up to ten weeks.

LEARNING DISABILITIES

The University is committed to work with learning-disabled students who have been admitted to help them become full participants in the academic programs. In all cases, the usual standards of judgment and assessment of students' overall academic performance apply. Neither the community nor the students concerned are well served by applying special or lesser standards of admissions or of evaluation. The Associate Dean of Student Services may make accommodations to assist learning-disabled students. Such accommodations need to be reasonable and appropriate to the circumstances, should confer equal opportunity on students with learning disabilities, and must not infringe on the essential requirements of the program or fundamentally alter the program. As in the case of other disabilities, faculty and academic staff should instruct learning-disabled students to request assistance from their area Dean of Students and the Associate Dean of Student Services. Assuming the documentation submitted is current and complete, this process may require up to ten weeks.

DOMESTIC PARTNERSHIP

A domestic partnership is defined as two individuals of the same gender who live together in a long-term relationship of indefinite duration, with an exclusive mutual commitment in which the partners agree to be jointly responsible for each other's common welfare and share financial responsibilities. The partners may not be related by blood to a degree of closeness that would prohibit legal marriage in the state in which they legally reside. Benefits will be extended to a student's domestic partner and partner's dependents for the Student Accident and Sickness Insurance Plan, housing, athletic facilities, and libraries. Students who wish to enroll their domestic partner and/or

his or her dependents should contact the Benefits Counseling Office (970 East 58th Street, 3rd floor, 773.702.9634) to request a Statement of Domestic Partnership form. Once approved by the Benefits Counseling Office, the Statement will certify that the student's partnership meets the university's requirements.

If a student wishes to enroll his or her domestic partner and/or partner's dependents for benefits at the time of certifying the partnership, the student will also need to complete new benefit enrollment forms adding the partner and/or partner's dependents to the student's insurance plan. In order to obtain gym, library, and/or housing privileges, the student will need to present his or her approved Statement of Domestic Partnership at the appropriate office:

- Gym—Henry Crown Field Office, 5550 South University, Room 105
- Library—Regenstein Library Privileges Office, 1100 East 57th Street, 1st floor (bring partner)
- Housing—Graduate Students Assignment Office, 5316 South Dorchester

CAMPUS SECURITY AND DRUG AND ALCOHOL POLICY

The University Police Department operates 24 hours a day, seven days a week, on campus and throughout the Hyde Park-South Kenwood neighborhood—the area bounded by 47th Street, 61st Street, Cottage Grove Avenue, and Lake Shore Drive. (The university and the City are discussing plans to expand the boundaries in fall 2001.) Officers are armed and fully empowered to make arrests in accordance with the requirements of the Illinois Law Enforcement Officers Training Board and consistent with Illinois state statutes. University Police and the City of Chicago Police Department work together by monitoring each other's calls within the University Police's coverage area. University Police headquarters is located at 5555 South Ellis Avenue.

There are 242 white emergency phones in the area located on thoroughfares heavily trafficked by pedestrians. Simply press the red button inside the phone box and your location will be immediately transmitted to the University Police. You need not say anything. Response time is rapid; usually within two to three minutes (sometimes less) an officer or patrol car will come to your aid. If you must keep moving to protect yourself, continue to use emergency phones along the way so that Police can follow your course.

The university has a multifaceted Safety Awareness Program, which is fully described in the publication, *Common Sense*. *Common Sense* describes how to get around safely, whom to call if you need advice or help in emergencies, and how to prevent or avoid threatening situations. Information is also included about crime statistics on campus and about security policies and awareness campaigns. *Common Sense* is distributed to members of the university community and is available on request from the Graduate School of Business Dean of Students Office at 773.702.8197. The university also annually distributes its Drug and Alcohol policy to all students and employees.

DISCLOSURE STATEMENT

The University of Chicago annually makes several reports and statistics available to its community and to prospective students and employees. These reports provide abundant information on topics from equity in athletics to campus safety, including several items for which federal law requires disclosure. The following are reports that are presently available from the University of Chicago. For those reports available on the Internet, the university will provide copies upon request.

1. The university's campus safety report, *Common Sense*, is published annually and includes the following:

- information regarding transportation on and around campus;
- safety tips and information on security and crime prevention programs;
- campus policy regarding the sale, possession, and use of alcohol and illegal drugs;
- information regarding drug and alcohol education programs;
- crime statistics for the three most recent calendar years;
- campus programs to prevent sex offenses and procedures to follow when sex offenses occur; and
- information regarding reporting of criminal activity.

Common Sense is available, upon request, from the University of Chicago Police Department, 5555 South Ellis Avenue, Chicago, Illinois 60637, phone 773.702.8190; and the Office of the Dean of Student Services, 5801 South Ellis Avenue, Chicago, Illinois 60637, phone 773.702.7770. It also may be accessed on the Internet at www.uchicago.edu/commonsense.

2. The University of Chicago Department of Physical Education and Athletics' report for the Equity in Athletics Disclosure Act is available, upon request, from the Department at 5734-A South Ellis Avenue, Chicago, Illinois 60637, phone 773.702.7684.

3. The university's policy concerning privacy and the release of student records is published annually in the university's *Student Manual of Policies and Regulations*. The policy explains the rights of students with respect to records maintained by the university and outlines the university's procedures to comply with the requirements of the Family Educational Rights and Privacy Act. Copies of the *Manual* are available, upon request, from the Office of the Dean of Student Services, 5801 South Ellis Avenue, Chicago, Illinois 60637, phone 773.702.7770. The information is also available on the Internet at www.uchicago.edu/docs/studentmanual.

4. Information on accommodations for persons with disabilities can also be found in the *Student Manual of Policies and Regulations* which is available from the Office of the Dean of Student Services, 5801 South Ellis Avenue, Chicago, Illinois 60637, phone 773.702.7770. The information is available on the Internet at www.uchicago.edu/docs/studentmanual.

5. Information regarding student graduation rates, tuition and loan refunds, and withdrawals can be obtained from the Offices of the Registrar and the Bursar, 5801 South Ellis Avenue, Chicago, Illinois 60637, phone 773.702.7891 and 773.702.8000, respectively. This information is also available on the Internet at registrar.uchicago.edu under the section entitled "Time Schedules." The "Time Schedules" is a university-wide catalog that details current course offerings as well as administrative policies.

6. Information on the University's accreditation may be obtained from the Office of the Provost, 5801 South Ellis Avenue, Chicago, Illinois 60637, phone 773.702.8806.

CAREER SERVICES AND RECRUITING

M.B.A. Career Services offers programs and services to enable students at the GSB to define and apply an effective, successful job search strategy.

RECRUITING AT CHICAGO GSB

Employers actively seek to hire University of Chicago M.B.A.'s. Nearly 300 companies visit campus each year to interview students. Internship interviews begin in late January of the first year, and recruiting for full-time positions begins in mid-October of the second year. In addition, throughout the year more than 1,000 job opportunities are posted by firms which do not come to campus.

Students sign up for interviews through a computerized bidding system pioneered at the GSB. Each student is allocated points to bid for interviews, and the highest bidders obtain places on individual interview schedules. This system gives students maximum control and flexibility to determine the companies with which they interview.

M.B.A. CAREER SERVICES

M.B.A. Career Services offers individual career management resources to help students achieve their career goals. Students begin their exploration of career options at Industry Immersion during CORE, where they have the opportunity to meet with alumni to learn about various career options and ask candid questions. Students also have ample opportunities to learn about companies as more than 250 company presentations are made on campus during fall and winter. The Corporate Forum, which will host more than 60 companies on October 8, 2001, also provides an opportunity for students to learn about firms and speak with company representatives.

With the many options available, students are encouraged to access a number of resources to help them focus their job search. One-on-one appointments with Career Management Coaches and second-year Career Advisers can assist students in developing a customized job search strategy and personal marketing plan.

M.B.A. Career Services offers a 10-week career management seminar and numerous workshops during the fall on various topics including developing a targeted resume for a specific function and/or industry, developing strong interview skills, and writing effective cover letters. Students have the opportunity to learn from second-year students as they share their on-campus recruiting experiences, explaining what it's really like to interview in specific industries.

Additional programs target more specific needs, including writing a resume for the individual with a non-business background, developing a resume for an international search, and utilizing GSB resources to assist in an off-campus job search.

Resume books are an important recruiting tool for both first- and second-year students. Student resumes are compiled in physical and online books that are distributed to companies throughout the world to assist in prescreening for on- and off-campus interviews.

Students also have the opportunity to travel to major industry hubs throughout the world with numerous student groups to gain an in-depth look at opportunities in those industries. This year, students are likely to travel to areas including the Bay Area, Houston, New York, London, and Barcelona to meet with firms and alumni while gaining additional insight into e-commerce/high-tech, energy, investment banking, and consulting careers.

The Career Resource Center is an invaluable resource for every student's career planning and job search. The Resource Center houses an extensive collection of nearly 600 company files, 30 industry binders, and 35 periodicals to guide students in their research of careers and specific job functions. Directories, books, and electronic resources are also available, including OneSource, a major provider of company and industry information known for its global scope and 300,000 profiles of private and public companies. These resources are complemented by an extensive online roster of corporate and alumni contacts from all over the world.

Chicago itself, one of the largest and most diversified business centers in the country, is an invaluable practical resource. Through the school's evening, weekend, and executive programs and its local alumni, the GSB has contacts in a wide range of industries who can help give students a real-world view of businesses and careers.

GRADUATE BUSINESS COUNCIL

A focal point for student life is the Graduate Business Council (formerly the Business Students Association), which coordinates student interest groups and serves as a forum for discussion with faculty and administration. All members are students, and GBC's officers are elected by the general student body. Activities organized by the GBC include sponsorship of presentations with speakers from business and industry, formal and informal social events, and quality improvement projects.

At the Graduate School of Business, as in the business world, professional and social activities are often interrelated. Most of the professional interest groups on campus sponsor events where business leaders, many of whom are alumni, come to discuss their work. These groups serve as networking and collective learning vehicles to help students cultivate career planning and recreational interests.

PROFESSIONAL INTEREST GROUPS

(This section represents a sampling of the student organizations offered at the GSB. For a complete and current listing, please refer to the GSB Student Kiosk at gsbwww.uchicago.edu/kiosk).

The AFRICAN AMERICAN M.B.A. ASSOCIATION enhances the pursuit of academic excellence while promoting understanding of African cultures and actively supporting the development and advancement of African American business enterprises. The group sponsors an annual conference featuring nationally recognized black leaders. Additionally, the group organizes fireside chats, a series of presentations, and luncheons given by different companies in a variety of industries to help prepare members for business careers.

The ARMED FORCES ALUMNI ASSOCIATION brings together current and former members of the armed forces of any nation to aid those making the transition from the service. It brings to the attention of corporate America the qualities of those individuals with both an M.B.A. and military experience. The group sponsors a speaker series, inviting executives who are former members of the military. The group also is developing a network with similar associations at other M.B.A. programs and a database of GSB alumni with military experience.

The CENTRAL AND EASTERN EUROPEAN GROUP explores business and cultural opportunities available in Central and Eastern Europe. The ongoing political, economic, and social transformations of this region are discussed. The group sponsors a speaker series, language roundtables, and an alumni network.

The CHICAGO ASIA PACIFIC GROUP facilitates interaction among GSB students interested in Asian business, promotes cultural awareness and exchange among students, serves as a resource for students pursuing business careers in Asia, and addresses issues pertinent to the business community. The group sponsors a speaker series and informal workshops, forwards resume books to companies based in Asia, and acts as a liaison with alumni currently working in Asia.

CHICAGO BUSINESS, the school newspaper, keeps students, faculty, and staff informed of business school activities and gives students a platform for expressing their interests and opinions. This biweekly publication is fully staffed and managed by students.

CHICAGO PARTNERS encourages interaction among spouses and significant others of business school students. The group sponsors various social events, such as dinners and holiday parties, and provides a support network for student families arriving in Chicago.

The CHICAGO WOMEN IN BUSINESS GROUP creates an environment for students to share personal and professional experiences and to explore ways to integrate women into the world of business. The relationships developed in this environment foster lifetime friendships and professional contacts. The group sponsors an annual conference with prominent speakers and panelists discussing issues of concern to women in business.

The CHRISTIAN BUSINESS STUDENTS GROUP seeks to meet the spiritual needs of students and to create an atmosphere in which students can develop their faith. Views on various issues of leadership, ethics, and religion are discussed. The group invites business leaders to speak about their personal experiences and sponsors parties with other Christian groups.

The CORPORATE MANAGEMENT AND STRATEGY GROUP promotes the interchange of management ideas, techniques, and strategies to prepare students for the various levels of management in today's service and industrial companies. The group hosts interview workshops, leadership conferences, and the CEO Speakers Series and organizes plant trips.

The DEBATE CLUB provides students a forum to objectively debate extemporaneous topics ranging from business issues to current events. The club affords opportunities to participate in, observe, moderate, and judge debates.

The EMERGING MARKETS GROUP provides a forum to exchange ideas for the development of economies. Its activities include meetings, speakers, social events, and trips.

The ENERGY GROUP's mission is to build and establish lasting relationships among the GSB, its students, and recruiters for positions in the rapidly growing and changing

energy industry, as well as to strengthen the GSB's reputation as the preferred source of M.B.A. talent for these positions.

The ENTERTAINMENT, MEDIA, AND SPORTS MANAGEMENT GROUP provides a link between the entertainment/sports industries and the school community. The link will expose students to employment opportunities as well as innovations within the field.

The ENTREPRENEUR/VENTURE CAPITAL GROUP's mission is threefold: educate student members about career paths in entrepreneurship and venture capital through conferences, guest speakers, recruiting sessions, and real-world experience; provide networking opportunities in the entrepreneurship field; and promote the Entrepreneurship Program at the GSB.

The EUROPEAN STUDENTS ASSOCIATION integrates European students at the University of Chicago and educates non-European students about Europe. Members of the association are mainly business and law school students, but membership is open to all University of Chicago students.

The FINANCE GROUP informs students about finance career opportunities in banks and corporations and the variety of skills used in these industries. The group sponsors a career conference, company-sponsored presentations, and an interview workshop in which corporate recruiters help to sharpen interview skills before internship interviewing begins.

FOLLIES! is a comedy show written, produced, directed, and performed by Graduate School of Business students.

GAYS AND LESBIANS IN BUSINESS is a social and educational organization providing support and networking opportunities to all GSB students.

GIVING SOMETHING BACK provides students the opportunity to contribute to the community through a variety of activities. Services have been provided for several organizations, including Ronald McDonald House, The University of Chicago Children's Hospital, and St. Martin de Porres Shelter. The group also sponsors quarterly food and clothing drives, a blood drive for the university hospitals, a toys-for-tots drive during the holiday season, and scholarship programs for local high school students.

The HEALTH ADMINISTRATION/PHARMACEUTICALS GROUP helps students learn more about the health services industry and explore possible career opportunities in the health care sector. The HA/PG sponsors educational and social events to expose students to professionals in such areas as health care consulting, hospital administration, and marketing and product development in the pharmaceutical industry.

The HI-TECH GROUP strives to increase communications between technology-based businesses and the school, promote Chicago M.B.A.'s in the industry, and facilitate job-search and networking activities in hi-tech industries.

The INTERNATIONAL M.B.A. GROUP promotes understanding of global business issues and provides opportunities for interaction with multinational firms. The group sponsors an annual conference, informal social events, and speakers from international companies.

The INVESTMENT BANKING GROUP provides a forum for students to explore opportunities in investment banking and to learn more about various functional areas within the business. The group sponsors company presentations, a career conference, and an interview skills workshop.

The INVESTMENT MANAGEMENT GROUP serves as a conduit for information for careers in the investment management field and for the practical workings of capital markets. The group sponsors a speaker series, organizes a portfolio management game, hosts a conference, and manages an investment management fund.

The LATIN AMERICAN BUSINESS GROUP is a forum for social and professional interaction for students interested in Latin American and Hispanic business topics. The group invites speakers on Latin American business, economics, and politics; maintains an alumni network throughout Latin America; and provides Spanish tables to improve language skills.

The MANAGEMENT CONSULTING GROUP assists in comprehensive student development through hosted events and improved resources and by marketing both students and the GSB program to the consulting industry. The group organizes a consulting career forum, the Deloitte and Touche Management Consulting Challenge, an interview skills workshop, a speaker series, and provides a resource book.

The MARKETING GROUP increases awareness of marketing careers and promotes the exchange of information through corporate presentations and faculty discussions. The group sponsors a career conference, an interview skills workshop, a marketing challenge, corporate presentations, and an advertising night.

The REAL ESTATE GROUP increases awareness of both real estate issues and companies. Industry Night attracts leading companies in real estate and enables students to spend time with each participating company. The group also sponsors a speaker series, days-on-the-job, and walking tours of downtown Chicago.

The RISK/GAMING CLUB seeks to educate the GSB community on risk/gaming theory, applied probability and statistics, gaming behavioral science, and to raise awareness of the gaming/casino industry.

The SMALL BUSINESS CONSULTING GROUP provides students the opportunity to gain consulting experience by working in a group setting on a real client project. Students offer no-fee, confidential consulting services to enhance the value of client organizations and to improve their own consulting skills. The group also sponsors consulting skills workshops and case competitions.

The SOUTH ASIA BUSINESS GROUP unites all those interested in the future of South Asia's emerging markets and builds a center of ideas and information on doing business on the Indian subcontinent. The group helps sponsor the Emerging Markets Conference, a speaker series, and corporate presentations and assembles a directory of South Asian GSB alumni.

SPORTS CLUBS include the GSB Bowling Club, Golf Club, Rugby Club, Soccer Club, and Running Club.

The TOASTMASTERS GROUP provides a supportive learning environment in which every member has the opportunity to develop and improve communication and leadership skills, which in turn foster self-confidence and personal growth. Members gain skills and experience in the preparation and delivery of speeches through educational materials and speaking opportunities.

The WEST COAST GROUP concentrates its efforts on improving and expanding its relationship with West Coast corporations, thus improving placement prospects for students who wish to settle there. The group also establishes strong relationships with GSB alumni living in the West.

The WINE CLUB seeks to uncork the personality within each Chicago GSB student by cultivating a better appreciation of the qualitative side of life.

SOCIAL EVENTS

Many of the events on the GBC calendar are just for fun. The annual GSB Follies!, written and produced by students, roasts classmates, faculty, and administration. "If You Wanna Be Happy," "It's a Hard Knock Life (for First Years)," and "Business School Dropout" (featuring the critically acclaimed singing talents of Associate Dean Don Martin) were recent way-off-Broadway hits. Brats and Brews are informal weekly gatherings of students, faculty, and staff to chat and enjoy refreshments. It is said that some of the best ideas are born here.

The GBC also sponsors faculty/staff/student mixers, a black-tie dinner dance, a semiformal, and the spring boat cruise. Cox Lounge, in the basement of Stuart Hall, provides a central congregating place for students in the Graduate School of Business. A coffee shop concession offering sandwiches and salads operates adjacent to the lounge. Activities abound within the general university setting as well. More than one hundred groups thrive, and others can come into existence almost instantly with the help of the Student Activities Office. Clubs range from chess and debate, which have long traditions of regional, national, and even international competition, to the Chinese Students Association, Organization of Black Students, Hispanic Cultural Society, and even to such specialized groups such as the Fantasy Gamers Club, Indian Music Circle, and Israeli Folk Dancers.

Art lovers will find the university's permanent collection exhibited in the Smart Museum on campus. The Renaissance Society provides provocative exhibits in the university's Bergman Gallery and repeats its "Art for Young Collectors Sale" each fall.

Music enthusiasts will find an outlet for their talent or an event to satisfy their tastes, whether it be for change-ringing or singing countertenor. In the renovated Mandel Hall, you may hear the university Symphony Orchestra, Concert Choir, or Chamber Orchestra; each welcomes any student to audition. Other groups include the Collegium Musicum, which recreates late medieval and Renaissance music, the Contemporary Chamber Players, and the Concert Band, as well as a number of ad hoc ensembles. Even the Graduate School of Business boasts its own band, composed of both first- and second-year students who play for campus-wide activities. Each February, the Folklore Society holds a folk festival of national reputation. The student-run Major Activities Board brings jazz, rock, pop, and folk acts throughout the year such as Doc Watson, James "Blood" Ulmer, Ladysmith Black Mambazo, Michelle Shocked, and the Ramones. Internationally acclaimed solo artists, as well as wind ensembles and string quartets, regularly bring classical music to the quadrangles.

Theatergoers will find great pleasure in the repertoire of Court Theatre, the university's resident professional company. A leading force in the city's theater scene for more than twenty-five summers in its open-air Hutchinson Court setting and winner of a prestigious Joseph Jefferson Award, Court now performs classical and modern drama year-round in its theater.

The oldest student film society in the country, DOC Films (Documentary Film Group), offers a yearly schedule of hundreds of films, from the popular to the esoteric, cheaply and conveniently on campus. DOC and other student film groups mean movies seven nights a week during all academic quarters. The Max Palevsky Cinema in Ida Noyes Hall adds to the pleasure of movie fans through its comfort as well as its programs.

The literary can make their way to the *Chicago Review*, an internationally distributed, student-run literary quarterly. The pages of the student newspapers, the *Chicago Maroon*, *Chicago Weekly News*, *Free Press*, and countless ephemeral publications provide additional outlets for wielders of the pen.

In short, whatever their penchant or enthusiasm, students in the Graduate School of Business are certain to find a place and an occasion for almost any activity.

SPORTS

Students may compete in fifty-four intramural sports each year along with more than 3,800 other university students, both undergraduate and graduate. True to their competitive edge, Graduate School of Business teams consistently capture championships.

Club sports, open to all students, range from the ordinary to the exotic and include such popular clubs as soccer, rugby, lacrosse, Shotokan Karate, sailing, and, for those with the desire to rise at 5:30 a.m. each day for an invigorating row and workout, there is men's and women's crew. The University of Chicago Track Club, a world-renowned amateur organization, brings together men and women of both average and exceptional ability from within and without the university. Its home is a quarter-mile, all-weather outdoor track located just three blocks from the quadrangles.

What is unique about sporting life at Chicago is that the first-rate physical facilities are available for all, not just the varsity athlete. The Henry Crown Field House, one of Chicago's largest indoor sports complexes, features the area's largest indoor track, a

200-meter Pro-Turf running surface. The track, plus four basketball courts, batting cages, complete weight-training facilities, saunas, and courts for racquetball, squash, and handball help explain why this facility attracts more than 1,000 users daily.

Swimmers can choose between Bartlett Gymnasium (additional courts and gymnastic areas) and Ida Noyes Hall. Other regularly scheduled activities include basketball, fencing, and folk dancing. Tennis enthusiasts can take advantage of the twenty-four outdoor courts, some with lights, scattered across campus. As for the campus's natural facilities, competing for space on the quadrangles with the ubiquitous gray squirrels are Ultimate Frisbee players, joggers, cyclists, rollerbladers, jugglers, and even some tree climbers.

Lake Michigan and its sandy beaches, which form the eastern border of the larger university neighborhood, provide swimming, boating, and fishing; on the paths along the lakeshore, one is always sure to find a partner, young or old, to run or cycle with up to Buckingham Fountain in the Chicago Loop or beyond. The Midway Plaisance, a mile-long boulevard developed for the World's Columbian Exposition of 1893 by Frederick Law Olmsted, is now a vast stretch of playing fields for football, soccer, and rugby, not to mention a course for the runners who use it daily. The Midway lies just south of the main quadrangles. In winter, the city maintains a lighted rink on the Midway for ice skating.

At Chicago, there is space and time both for the serious sports enthusiast and the occasional athlete.

THE CITY OF CHICAGO

Chicago was once called "a well-kept secret," but the secret has been out for some time. Its geography has made it a center of transportation, manufacturing, communication, construction, finance, and entertainment. Its people have used that commercial wealth to create sophisticated cultural institutions and superb recreational facilities. Its architecture is world famous.

The Chicago Symphony, Art Institute, Goodman Theater, and Lyric Opera testify to Chicago's traditional interest in culture. The 1960s and 1970s sparked new movements in theater, dance, art, film, and music. In theater alone, a dozen new companies now offer full seasons of classic, experimental, and ensemble theater, earning the city playwright David Mamet's accolade as "the great American city for creativity." Close to campus, Court Theatre offers works from Shakespeare through Stoppard. Jazz, blues, rock, and alternative music clubs dot the North Side, while the South Side remains worthy of its title of "Home of the Blues."

In summertime, culture takes to the streets and parks. The Old Town and Hyde Park's 57th Street art fairs are followed by the Gold Coast Art Fair and a host of others. Free open-air concerts by the Grant Park Symphony are presented in the Grant Park bandshell adjacent to the lake. Grant Park also is host to annual blues and jazz festivals of international acclaim. Ravinia Park, summer home of the Chicago Symphony, provides a sylvan setting for classical music as well as for jazz, rock, folk, dance, theater, and picnicking.

Despite these evidences of civilization, wilderness encroaches here and there. One of the country's greenest metropolitan areas, Chicago has miles of unspoiled lakefront, 131 forest preserves, and seventy-nine parks. Within a one- to three-hour drive from

the city, there are a great many places to which to escape, ranging from the dunes of Indiana and Michigan (the Indiana state line is ten miles from Hyde Park via the Chicago Skyway) to the kettle moraine country of Wisconsin.

The city's network of neighborhoods, many strongly ethnic, offers small, inexpensive restaurants: Swedish bakeries, Mexican taquerias, Greek gyros shops, German beer gardens, Irish pubs, Polish butcher shops, and French bistros. There's a Chinatown, a Greektown, a Mexican Village, an Old Town, and a New Town.

Much of the city's life focuses on the rim of parks, beaches, piers, and marinas along the lakefront. Close to the lake, department stores and shops are strung along the Magnificent Mile of Michigan Avenue. Chicago offers sightseeing boats; the Lincoln Park and Brookfield zoos; ballfields; smelt and salmon runs; skyscrapers; major-league sports teams; streets named after poets; municipal tennis courts; soccer fields; incredible sixteen-inch, slow-pitch softball; bookshops; night clubs; singles bars; and an annual marathon.

Business flourishes in the city, and new construction continuously transforms the skyline and the neighborhoods. Chicago ships more manufactured goods by rail and truck each year than any other production center. More producer-durable equipment is made here than anywhere else. The city is the site of important grain, options, and futures markets, and it is first in the country in the production of a list of diversified products that includes steel, radios, television sets, bolts, and railroad equipment.

O'Hare International Airport is one of the busiest airports in the world. The post office is the largest in the country. Two of the world's five tallest buildings are here. It all adds up to diversity and opportunity, a city that attracts people who believe in competition and growth.



DIRECTORY of OFFICES

Requests for information, materials, and application forms for admission and financial aid should be addressed as follows:

For the full-time M.B.A. and I.M.B.A. programs

DIRECTOR OF ADMISSIONS

The University of Chicago Graduate School of Business
6030 South Ellis Avenue
Chicago, Illinois 60637
Telephone 773.702.7369; fax 773.702.9085

For the Evening M.B.A. Program (part-time, evenings)

DIRECTOR, EVENING M.B.A. PROGRAM

The University of Chicago Graduate School of Business
450 North Cityfront Plaza Drive
Chicago, Illinois 60611
Telephone 312.464.8660; fax 312.464.8778

For the Weekend M.B.A. Program (part-time, weekends)

DIRECTOR, WEEKEND M.B.A. PROGRAM

The University of Chicago Graduate School of Business
450 North Cityfront Plaza Drive
Chicago, Illinois 60611
Telephone 312.464.8660; fax 312.464.8778

For the Executive M.B.A. Program North America

DIRECTOR, EXECUTIVE M.B.A. PROGRAM

NORTH AMERICA

The University of Chicago Graduate School of Business
450 North Cityfront Plaza Drive
Chicago, Illinois 60611
Telephone 312.464.8750; fax 312.464.8755

For the Executive M.B.A. Program Europe

DIRECTOR, EXECUTIVE M.B.A. PROGRAM EUROPE

The University of Chicago Graduate School of Business
450 North Cityfront Plaza Drive
Chicago, Illinois 60611
Telephone 312.464.8660; fax 312.464.8778

For the European campus

EXECUTIVE M.B.A. PROGRAM EUROPE

The University of Chicago Graduate School of Business
Aragó 271
08007 Barcelona, SPAIN
Telephone 011.34.93.505.2150; fax 011.34.93.488.3466

For the Executive M.B.A. Program Asia

DIRECTOR, EXECUTIVE M.B.A. PROGRAM ASIA

The University of Chicago Graduate School of Business
450 North Cityfront Plaza Drive
Chicago, Illinois 60611
Telephone 312.464.8660; fax 312.464.8778

For the Asian campus

EXECUTIVE M.B.A. PROGRAM ASIA

The University of Chicago Graduate School of Business
101 Penang Road
Singapore 238466
Telephone 011.65.835.6482; fax 011.65.835.6483

For the international joint degree programs

COMMITTEE ON JOINT M.B.A./A.M. PROGRAMS

The University of Chicago
Graduate School of Business
1101 East 58th Street
Chicago, Illinois 60637
Telephone 773.702.4499; fax 773.702.4177

For the Ph.D. program

ASSOCIATE DEAN FOR Ph.D. STUDIES

The University of Chicago Graduate School of Business
1101 East 58th Street
Chicago, Illinois 60637
Telephone 773.702.7298; fax 773.702.5257
E-mail gsbphd@uchicago.edu

When visiting campus, go to

OFFICE OF ADMISSIONS AND FINANCIAL AID

The University of Chicago Graduate School of Business
Sigmund E. Edelstone Center
6030 South Ellis Avenue
Chicago, Illinois 60637

For student housing

STUDENT HOUSING OFFICE

The University of Chicago
5801 South Ellis Avenue, Room 232
Chicago, Illinois 60637
Telephone 773.702.7366

NEIGHBORHOOD STUDENT APARTMENTS

ASSIGNMENT OFFICE

The University of Chicago
5316 South Dorchester Avenue
Chicago, Illinois 60615
Telephone 773.753.2218; fax 773.753.8054

UNIVERSITY CALENDAR 2001–2003

2001	AUTUMN QUARTER	2002
Sept. 20	All GSB classes meet	Sept. 26
Sept. 24	University classes meet	Sept. 25
Nov. 22–24	Thanksgiving Day holiday	Nov. 28–30
Dec. 6	GSB quarter ends	Dec. 8
Dec. 7	Autumn Convocation	Dec. 7
Dec. 8	Autumn quarter ends (university)	Dec. 8
2002	WINTER QUARTER	2003
Jan. 3	University classes meet	TBD
Jan. 7	GSB classes meet	Jan. 6
Mar. 15	Winter Convocation	Mar. 21
Mar. 16	Winter quarter ends	Mar. 22
2002	SPRING QUARTER	2003
Mar. 25	Classes meet	Mar. 31
May 27	Memorial Day holiday	May 26
June 8	Spring quarter ends	June 14
June 9	Spring Convocation (GSB)	June 15
2002	SUMMER QUARTER	2003
June 24	Classes meet	June 16
July 4	Independence Day holiday	July 4
Aug. 30	Summer Convocation	Aug. 30
Aug. 31	Summer quarter ends	Aug. 30

The provisions of these *Announcements* are for informational purposes only and are not intended to create a contract or agreement between the university and any applicant or student. The university reserves the right to make changes (including dates) in these *Announcements* at any time and without prior notice. Students and applicants who wish the most up-to-date information regarding courses and degree requirements should contact their department or the Director of Student Affairs Office.

