OBJECTIVES

The Engineering and Management Course is an intensified six-day program designed to contribute to the professional development of engineering and management personnel. The program provides a full time schedule of instruction and study in a university environment. The course is planned to help the individual increase his effectiveness in the design, installation, and administration of systems which coordinate men, materials, machines, and money. Special emphasis is given to the improvement of communication and to understanding of human relationships. An unusual opportunity is offered to engage, both formally and informally, in a challenging interchange of knowledge and experience with members of the instructional staff and with other participants in the program.

CHOICE OF PROGRAMS

Regardless of his position or organization, each individual attending the course will be able to tailor a program to his own needs. He can personally select classes which will assist him in either improving his current job performance or in preparing himself for greater responsibilities. Each participant chooses one class in each of four daily instructional periods. Twenty-four subjects of instruction are offered. On Sunday, March 19, final registration and an orientation dinner in the Student Union Building on the UCLA Campus begin the program. Regular activities of the Engineering and Management Course are held from 8:00 a.m.-6:00 p.m., Monday, March 20 through Saturday, March 25. A detailed schedule of classes is given on page 23 of this brochure.

REQUIREMENTS FOR PARTICIPATION

There are no formal educational requirements for participation in the course. A desire to contribute to and benefit from a full interchange of knowledge, ideas, and experience is considered to be more important than formal training.

The fundamentals, techniques, and practices offered in the classes available in the Engineering and Management Course are applicable to both large and small organizations and to business, industry, and government. Participants came to attend the program last year from 27 States and 8 foreign countries.
A cross section of job titles of past participants includes:

Assistant Manager
Assistant Plant Superintendent
Assistant Project Engineer
Chief Engineer
Chief Mechanical Designer
Chief Project Engineer
Contracting Officer
Corporate Controller
Cost Accounting Supervisor
Data Processing Supervisor
Director of Personnel
Director, Quality Control
Director of Supply and Transportation
Executive Vice President
General Manager
Industrial Engineer
Industrial Relations Officer
Manager of International Operations
Manager of Maintenance
Manager of Manufacturing Engineering
Manager of Organization Planning
Manager of Product Engineering
Mathematician
Operations Research Analyst
Plant Manager
President
Principal Civil Engineer
Process Engineer
Ranch Manager
Research & Development Administrator
Safety Director
Staff Technical Consultant
Supervisory Physicist
Supervisory Research Chemist
Vice President, Production
Vice President, Sales

SUBJECTS OF INSTRUCTION

The following brief descriptions of class material cannot include all details. Minor changes may be made to emphasize new areas in a field or to fit the needs of those enrolled. Each class is presented at the same instructional period each day for the six days of the course. Four classes are selected—one in each instructional period.

Class sizes are strictly limited in accordance with the type of class (whether laboratory, discussion, or lecture) so that participants may gain the greatest possible benefit.

For convenience, a detailed class schedule is given on page 23 of this brochure.

Class No. 1

PRINCIPLES OF PUBLIC SPEAKING

PHELPS in Charge; MEADOR, ROSENTHAL

This class is a concentrated study and application of the principles governing the presentation of information and the influencing of audience behavior through oral communication. Discussion of public speaking fundamentals covers the choice and development of subject matter, the organization of ideas for optimum clarity, and the delivery of speeches for maximum effectiveness. Other aspects include the projection of the personal image in the public speech, audience analysis and adaptation, and the audience dynamics. Class members participate in several oral exercises. These include speaking to inform, stressing techniques for the most effective communication of factual content (including the use of visual aids), and speaking to persuade, emphasizing the basic rhetorical principles for influencing belief or action on questions of policy. All assignments and lecture-discussions are oriented toward the uses of oral communication in the business or managerial environment. As a teaching aid, closed circuit television is used for two class projects; each participant is able to see and hear himself in a speaking situation; each speaker receives critical evaluation of all his speaking performances. The instructor also meets privately with members of the class to discuss any speech problem they may have.
The 1967 Engineering and Management Course is held in the Graduate School of Business Administration on the UCLA Campus.

Class No. 2
ELECTRONIC DATA PROCESSING FOR BUSINESS AND INDUSTRY
SPROWSLS

This is a class in the fundamentals of data processing for which no technical knowledge is required. Among the topics to be covered are: basic operations of an electronic computer; functional components of a data processing system; comparison of typical small-to-large scale configurations of equipment and capabilities; stored programming concepts including the study of one programming language; classroom analysis, programming, testing, and running of one problem on the computing facilities of the Western Data Processing Center; remote installation-data transmission to central computer; demonstrations of IBM 1620, 7044/7094 direct couple system, and system 360/model 50 with graphics at WDPC.

Class No. 3
LEADERSHIP PRINCIPLES
JASINSKI

There is a great need today for most managers to understand the factors that make for effectiveness in interpersonal relations. To meet this need, this class considers: (1) The interpersonal leadership process; (2) What makes for effective leadership? (3) Understanding the individual; (4) Communication: sending and listening; (5) Understanding the group; and (6) Introducing change—the individual, group, and organization. This class is recommended for those who desire to survey current ideas and methods based on both research and practice. This is a companion class to “Laboratory in Leadership.” Although these classes may be taken separately, many past participants have stressed the value of taking both since they are closely related.

Class No. 4
GENERAL MANAGEMENT PRINCIPLES
O’DONNELL in Charge; CAVE, RYAN

Promotion for the technical specialist most frequently means movement from positions of relatively high degrees of specialization to positions that require less technical application but greater general managerial ability. General management and its application is the subject matter of this class. It is presented in the light of principles underlying the managerial functions of planning, organizing, staffing, controlling, and directing. The class is designed for managers of a wide range of levels and in all types of enterprises who have not previously taken such a course or who desire a “refresher” in this subject area.

Class No. 5
LABORATORY IN LEADERSHIP
REISEL in Charge; BEISSER, CULBERT, ELLENHORN, GREENING, TOMLINSON

Through active participation and intense personal involvement in a small sensitivity-training group, this laboratory provides participants with an opportunity to gain a better understanding of themselves and of their impact upon others, of what people are like and why they act as they do, and of the forces which promote or prevent their effective functioning. It is designed to help the participants feel differently—not merely think differently—about the numerous human relations problems they constantly face. This laboratory is recommended for those who enjoy learning by doing, since there is a high degree of individual participation and involvement. Conventional lectures and discussions are not a part of this experience. This laboratory is related to the “Leadership Principles” class. While it can be taken independently, there are important learning advantages to be gained by taking both of these classes. Persons taking this laboratory who have led close previous personal or working associations with each other should not attend the same section. If this occurs, assignment to another section will be made.

Class No. 6
THE MANAGEMENT OF INDUSTRIAL RELATIONS
VAN DE WATER

This class covers the following subject matter: industry’s method of operation in the field of industrial relations; the structure of industrial relations departments and the handling of disputes; the growth of labor unionism in America, its patterns of organization and labor-management relations, and the American industry’s philosophy of union-company relations. It includes study of the growth of industry-wide bargaining; problems posed by a mammoth union and company power groups, and a study of solutions; management action in the presence of union organizing campaigns, a comprehensive view of the law which governs this field, studied from a practical case approach. A look to the future, and to our role as managers and employees in a free society—the challenge we face in a world of ideological conflict. Three lectures by other prominent specialists in the field are included.
Class No. 7
NETWORK-BASED PROJECT MANAGEMENT SYSTEMS (PERT/CPM)
ARCHIBALD
This class conveys a sound and thorough understanding of the advanced project management systems growing out of the nation's defense effort (PERT) and the construction industry (Critical Path Method). The fundamentals of these systems, their application, operation, and use as a management tool are discussed using a recently published text co-authored by Mr. Archibald. The role and usage of the computer are explained realistically, and the problems of organization, personnel, and procedures related to the practical use of PERT and CPM are explored. Advanced network-plan based systems which link time, cost, and manpower estimates and actuals are presented. The class objective is to provide the manager with a mature understanding of concepts, benefits, and limitations, as well as current and future problem areas.

Class No. 8
EFFECTIVE MANAGERIAL COMMUNICATION
HANEY
To be effective, information must be conveyed clearly and accurately. If the recipient is confused or misled by poor communication, his subsequent actions may be ineffectual or even disruptive. The size and diversity of modern organizations make the task of maintaining effective interpersonal and inter-departmental communications exceedingly difficult. This class focuses on the individual's thinking, evaluating, and analyzing, especially as they are related to his communication (speaking-listening-writing-reading) and his other interpersonal relations. Specific patterns of miscommunication are analyzed and corrective measures are offered.

Class No. 10
INDUSTRIAL STATISTICS AND QUALITY CONTROL
SPROWLS
Statistics has become an invaluable tool of management. This class presents the fundamental concepts of probability and statistics and the applications to control charts, sampling plans, tests of significance, regressions, and correlation. All of the topics are discussed from the engineering, production, and business administration viewpoints. In addition, the application of electronic computers to solve business and industrial statistical problems is examined. This class is of particular value to those without an extensive mathematical background who wish to make better use of statistical methods and quality control.

Class No. 11
ORGANIZATIONAL DESIGN AND THE LEADERSHIP PROCESS
VAILL
This class is designed to help technical specialists and managers increase their understanding of the relation between leadership style and the type of organization in which the leader is working. The class begins with the assumption that there is no one leadership style that is appropriate at all times and in all places. The aim of the course, then, is to help managers determine when and under what conditions the various styles of leadership will be most appropriate. Class discussions use theoretical and research material as well as case problems drawn from business situations. In-class demonstrations focus on ways participants can improve their ability to diagnose what kind of leadership behavior is called for at a particular time. There are no prerequisites for the class, although practical experience as a manager is helpful.
Class No. 12
THE SYSTEMS APPROACH TO THE MANAGEMENT OF OPERATIONS
CARRABINO
This class presents a comparative study of the management technology gap which exists between commercial, defense, and government enterprises, and also the managerial decision-making processes in these enterprises. Also to be considered are the applications of scientific management (industrial engineering, operations research, and management sciences) to research, engineering, production, marketing, and finance functions. The systems approach to the managerial functions of planning and control is demonstrated with particular reference to the control of labor, materials, and engineering costs, organizational relationships (program management), and the programming of operations. Future trends in the application of systems analysis and engineering techniques to management are discussed.

Class No. 13
ACCOUNTING FOR ENGINEERS AND MANAGERS
CARSON
Accounting is related to nearly every phase of business management. An understanding of the nature, principles, conventions, and limitations of modern business accounting is needed by those concerned with enterprise operations. This class is designed to present the fundamentals and central problems of modern business accounting (without giving any attention to purely bookkeeping mechanics). Topics covered include fundamental accounting terminology, measurement of periodic business income, the "inventory problem," problems of depreciation measurement, basic principles of cost accounting (including "direct costing"), budget preparation and analysis, profit-volume analysis, and analysis and interpretation of financial statements.
Class No. 14
INDUSTRIAL OPERATIONS RESEARCH
STILLSON
Operations research provides the manager with the capability of solving complex operational problems involving interrelated activities within the company. These methods and techniques have now been successfully applied to such problem areas as production scheduling, inventory control, processing optimization, marketing, distribution, and competitive practice in most major industrial and business organizations. This class examines the methods and techniques of operations research as it is applied to typical industrial and business problems. Actual case histories of problem solutions are presented, reviewed, and evaluated. A special feature of the class is a workshop “solution” of an operational problem presented by one of the class members.

Class No. 15
BUSINESS POLICY
POWELL
This class is designed to help participants develop their capacity for planning, decision making, and policy formation. Actual business cases involving issues relating to the functions of managers are analyzed in general class discussions. The class should be of particular interest and value to management men who wish to test and improve their ability to analyze business problems similar to those met in the daily operation of enterprises.
Class No. 16
INDUSTRIAL PSYCHOLOGY
BRIGHOUSE
This is a class dealing with applications of experimental and social psychology to engineering management situations. The group considers problems in goal-setting, organizing, staffing, and controlling as seen in the psychological perspectives of perceiving, emotion, and learning. Perceiving is the central thread of the class with emphasis on perceptive management. Consideration is given to the appraisal of applicants and of subordinates. The ethical questions involved in appraising, in counseling, and in attempting to change the behavior of subordinates are evaluated.

Class No. 17
PROFIT MANAGEMENT AND COST CONTROL
GARDNER
Present-day business conditions require that decisions be based upon a dynamic view of the profit situation rather than static accounting figures. This class presents a methodology for solving the profit control problem without the necessity to struggle through a mass of detailed data, and in such a way the plan can be understood by non-accountants. It presents a study of the problems surrounding profitable operations based on actual experience in all types of industries; how to determine, use, interpret, and compare the break-even behavior of any company. Among the topics discussed are: the break-even concept, break-even analysis arithmetic, time and variable factors, capital growth factors, the coordination of profit potential and capital requirements. The class also covers the important question of direct costing and the problems involved in return on investment. This latter problem is presented to cover the final and important coordination of the break-even point and the capital graph. Extensive use is made of examples which show how break-even analysis can be used in managerial decisions concerning control of overhead determination, of selling prices, bonus plans, labor relations, and retail cost controls. This class helps non-accounting people understand and know how to secure more discerning information for control of costs and profits, and helps accounting people realize the importance of this requirement.
A leisurely stroll across campus to the Student Union, where Course luncheons are held in a private dining room.

Following a luncheon, Reno Cole introduces 1966 participants from countries outside of North America.

A variety of foods is offered at the daily buffet luncheons.
Class No. 18
MANAGING THE USE OF VALUE ANALYSIS AND ENGINEERING TECHNIQUES
MILES

The techniques, procedures, and knowledge in the new technology of value engineering are normally not required for cost reduction or prevention in the range of 10%. However, when it becomes necessary or desirable to remove 25-50% of cost at any one time without decreasing quality or customer values, this technology is definitely needed. New techniques, approaches, and understanding which will allow the engineer and manager to deal effectively with such situations are developed in guided individual participation type of study. Methods for determining the requirements of the work, the organization of the men, their pacing, their measurement, and the evaluation of the degree of effectiveness are included in this instruction.

Class No. 19
TECHNIQUES OF PROBLEM RESOLUTION IN THE BUSINESS CONFERENCE
LEATHERS

This class is designed for all who take part in the business conference — whether as a technical specialist or in a managerial capacity. The participant works with practical, tangible techniques for overcoming predictable communication difficulties in discussion. Indeed, the primary class objective is to provide the participants with the method and the communicative tools to maximize efficiency and productivity in the business conference. It is recognized that with high-priced technical and managerial talent around the conference table, the central aim of all concerned is the rapid, purposeful, and satisfactory solution of problems. To heighten consciousness of this central objective of the business conference the course provides: (1) a concrete, useful method for the analysis of, and consequent solution of, problems; (2) specific techniques for reduction of inefficient communication in the business conference; and (3) procedures for testing the available evidence for relevance and reliability. Discussions in class are video-taped as a primary aid in evaluation of the participant's performance.

Coffee breaks provide time for relaxation and informal discussion.
Class No. 20
DEVELOPING CREATIVITY THROUGH MOTIVATION AND LEADERSHIP
VAN DE WATER
This seminar, by lecture, case, and discussion approaches, presents the latest practical information and research results on the creative use of the human mind; "blind spots" to the optimum selection among alternative problem solutions, and steps toward overcoming such "blind spots"; planning the effective use of an individual's executive and professional time; gaining stability of creative work motivation; determining priorities in the setting of personal, social, family, and professional goals; scales of relative values for the Engineering Department and the Company; setting target dates and quantified objectives; human factors: the improvement of innovation, participation, and creativity; and a study of the factors and individual qualities making for effective leadership toward the above objectives.

Class No. 21
MANAGERIAL FINANCE
ANDERSEN
Modern managerial planning and control makes considerable use of the techniques of financial analysis and programming to help establish and achieve corporate objectives. The topics under managerial finance include business forecasting, the impact of the federal government's economical monetary policies on business conditions, sales forecasting, and forecasting the financial requirements for the individual firm. This class stresses identification of the key problems in managerial finance, techniques of analysis, principles of decision making, and the role of forecasting in financial programming. Considerable use is made of cases, problems, and analysis of current business conditions to illustrate the principles of managerial finance. Attention is devoted to the problems of short term business programming and long term corporate development. This subject matter is relevant to managers of major functions within the firm as well as chief executive officers.

Class No. 22
ENGINEERING AND RESEARCH MANAGEMENT
ABERNATHY
Management of the research and development function requires decision making that is based not only upon technological considerations but also upon the overall objectives of the organization including financial, marketing, and behavioral implications. Discussions in these sessions focus on R&D management in the context of the industrial environment and the broad range of factors that influence decision making in this area. Several prescriptive approaches to the solution of key technical management problems, such as program planning, project selection, and organizational structure, are critically reviewed and appraised through the perspective of case study. The varied backgrounds and viewpoints of the participants provide a fertile environment in which to examine major issues in the area. These sessions provide a learning experience relevant to the research, engineering, planning, and other functions of the organization that are closely related to new technology.

Members of the Electronic Data Processing for Business and Industry class tour the Western Data Processing Center.
A video tape recording is used by the Principles of Public Speaking class to critique a participant's speech.
Effective management control demands timely and accurate information which shows the impact of decisions on the total business, decision criteria which allow rapid response to changing conditions, and organizational design based on information criteria. Systems analysis and computers are playing an increasingly important role in the development of new and improved management information systems which permit the manager to recognize, predict, and influence trends of important phases of the business so that a preconceived goal may be met. This class concentrates on the principles and practices dealing with the fundamental approaches to the development of integrated management information systems, and the problems of information handling in the individual organization. General principles and techniques useful in the design of information systems along with case studies are presented. Consideration is given to the integration of a configuration management system into the total information system. Selection of appropriate design criteria and measurement of system performance is examined. Current research in management information systems is evaluated. The prime objective is to provide the manager with an understanding of the modern concept of information handling, its limitations, and its application to industrial practice.

A general Markov model of a dynamic decision process is presented, with examples relating to inventory management subject to obsolescence, to repair policies for an operating process, to sequential statistical experimentation, and others. The model covers a wide variety of processes which combine opportunities for choice with opportunities for observation, given a system whose underlying state is uncertain and subject to probabilistic alteration. Approaches to the computational problem are discussed and motivated, with reference to selected applications. The presentation is elementary, assuming a basic understanding of probability and expectation. Familiarity with elementary matrix notations and some mathematical facility would be helpful.

The need for flexible reading skills is an integral and essential adjunct to efficient management and business practices. To meet this need, requirements for establishing flexible speed, building sound comprehension skills, and developing effective reading practices are presented. After initial testing, a program of group and individual reading techniques and exercises is given, thus affording the participant the opportunity to examine his needs and apply them in relationship to his work.
Neil H. Jacoby, Professor and Dean, Graduate School of Business Administration, UCLA

Russell R. O'Neill, Acting Dean, College of Engineering and Professor of Engineering, UCLA
Instructional methods range from discussion group to lecture. A full and free interchange of ideas is encouraged. The size of each class is limited so that each participant has an opportunity to contribute to and benefit from the learning experience.
WILLIAM J. ABERNATHY
Assistant Professor, Graduate School of Business Administration, UCLA. William Abernathy received an S.B. in Electrical Engineering from the University of Tennessee and pursued graduate studies at Harvard University leading to a Master's and Doctoral degree in Business Administration. He has several years of military experience with communications and electronics systems as well as experience with industrial development while a project engineer with DuPont. With General Dynamics/ Electronics, he has held several positions, both managerial and technical, related to developing and marketing complex electronic systems. Dr. Abernathy has been a member of the research staff of the Harvard Business School, and has conducted academic studies and acted as a consultant in aerospace and other industrial areas. His memberships include The Institute of Management Science.

THEODORE A. ANDERSEN
Associate Professor, Business Economics and Finance, Graduate School of Business Administration, UCLA. Theodore Andersen was educated at Purdue University, Harvard University, and the University of Wisconsin, where he received his Ph.D. in Economics. He was the first Commissioner of the Economic Development Agency for the State of California, 1959-1960. His industrial experience includes manager of the Economic Research Department of Ford Motor Co.; and Consulting Economist to such firms as General Motors, DuPont Chemical, I.B.M., Firestone Tire & Rubber, Douglas Aircraft, Lockheed Aircraft, Wayne Mfg., Chase Manhattan Bank, Bankers Trust, Universal C.I.T., Pacific Finance, Wellington Investment, and United California Bank. Dr. Andersen served as Chief of the Economic Mission to Peru for the Alliance for Progress, and he has conducted numerous management development programs in Mexico, Peru, and Bolivia, as well as in Southern California. During the Korean War he worked as an economist for the federal government in the price control program, and he is now a consulting economist for state, county and city governments in California. He has published some forty books and articles on finance, economics, and business forecasting.
ROBERT B. ANDREWS
Assistant Professor, Graduate School of Business Administration, UCLA, and Assistant Coordinator of the Engineering and Management Course. Robert Andrews received degrees in Engineering from the University of California, Berkeley, and in Business Administration from UCLA. He was the recipient of a Sloan fellowship for post-doctoral studies at the Massachusetts Institute of Technology. In addition to teaching assignments at UCLA, he has engaged in research directed at the application of physiological and statistical methods to the study of work and has written the scripts for a series of educational films on the results of this research. He has been associated with both business firms and governmental agencies in a variety of consulting capacities and has served on the industrial engineering staffs of the Aluminum Company of America and the Parker Aircraft Company. He is the author or co-author of articles and syllabi on industrial engineering and work physiology topics.

RUSSELL D. ARCHIBALD
Vice-President, CPM Systems Division, Informatics, Incorporated, Los Angeles. Russell Archibald attended the University of Missouri and the University of Texas, majoring in Mechanical Engineering. He is now directing the development and application of PERT/CPM network-based project management systems for the construction industry, petroleum refining maintenance, new product introduction in consumer fields, local government, and other applications. He has also held positions with Hughes Dynamics, Inc., Hughes Aircraft Company, Aerojet-General Corporation, and with the Creole Petroleum Corporation, Venezuela. He operated the POLARIS PERT system at Aerojet and has written and lectured extensively on network-based management information systems. He has served as a private consultant to the USAF on PERT, and as Technical Advisor to the B-70 Source Selection Board, in facilities construction and public works planning. He is active in the American Institute of Aeronautics and Astronautics, Institute of Management Sciences, and several other professional organizations, and is a member of Pi Tau Sigma.

RALPH M. BARNES
Professor of Engineering and of Production Management, UCLA. Ralph Barnes is the author of Motion and Time Study, 5th Ed., Industrial Engineering and Management, Work Measurement Manual, 4th Ed., Work Sampling, 2nd Ed., and other books and articles. He was awarded the Gilbreth Medal and the Industrial Incentive Award by the Society for Advancement of Management for contributions to the field of industrial engineering and management. He is a Fellow of the American Society of Mechanical Engineers, the American Institute of Industrial Engineers, the American Association for Advancement of Science, and the Society for Advancement of Management. He assisted in organizing and developing the Industrial Engineering Center of the Armstrong Cork Company, and served as its first director. He also organized and conducted engineering and management training programs in England, Norway, Sweden, Spain, Mexico, Costa Rica, Peru, Uruguay, and Japan, and has served as consultant for American, European, and South American companies.

ARNOLD RAY BEISSER, M.D.
Director, Center for Training in Community Psychiatry in Los Angeles. Arnold Beisser received his M.D. degree from Stanford University School of Medicine, San Francisco. He is a Clinical Professor of Psychiatry and Human Behavior at UC California College of Medicine, Los Angeles, and is on the staffs of the Orange County General Hospital and the Los Angeles County General Hospital. Dr. Beisser is a consultant to the Vocational Rehabilitation Service in Los Angeles, and to the Student Health Service, California State College at Los Angeles. His experience includes positions as Chief of Professional Education and as Chief Psychiatrist, Outpatient Department, Metropolitan State Hospital in Norwalk, California. He has served as consultant to the Superior Courts of Los Angeles County. Dr. Beisser is the author of numerous published articles in the field of psychiatry. He is a Fellow of the American Psychiatric Association and his memberships include the Southern Calif. Psychiatric Society, Los Angeles County Medical Assoc., Calif. Medical Assoc., American Medical Assoc., and American Association for the Advancement of Science.

JOSEPH J. BIRO
Chief, Manufacturing Control, General Dynamics, Pomona, California. Joseph Biro received degrees in Chemistry and in Arts and Science from Sir George Williams University, Canada, and in Industrial Engineering and Management from San Diego State College. From 1944 to 1958, he engaged in industrial work and was associated with a number of large firms in Canada, South America, Australia, and the United States, where he held a variety of management appointments. In 1958 he came to the University of California, Los Angeles, where he taught in the department of production and operations management and worked toward the doctor's degree in the field of management. During this period he served as consultant in different capacities to small business firms and was associated with the Engineering and Management Course as Assistant Coordinator. Mr. Biro returned to industry in 1963 to pursue his interest in the design and application of management information systems. His memberships include the American Institute of Industrial Engineers, the National Management Association, and several other professional and honorary societies and associations.

GILBERT BRIGHOUSE
Professor of Psychology, Occidental College, Los Angeles. Gilbert Brighouse received the B.S. and S.M. degrees at the University of Chicago and the Ph.D. at the State University of Iowa. He has been on the faculty of Occidental College since 1938. He is active as a consultant in the field of industrial psychology for engineering, manufacturing, and utility firms. In 1946-47, Dr. Brighouse served on a United States Department of Commerce Mission investigating the developments in industrial psychology in Germany, Scandinavia, and other western countries. He is widely known as a lecturer and has written numerous articles and reports. He is a fellow of the American Psychological Association and a past member of its Council. He has served as President of the Southern California Psychological Association.
BROWN
Professor of Business Administration and of Engineering, UCLA. George Brown received his A.B. degree from Harvard and his Ph.D. from Princeton in the field of Mathematics. His industrial background includes experience with computer systems, operations research, and statistics at The RAND Corporation, R. H. Macy, and with the National Defense Research Committee at Princeton. Positions with RCA Laboratories and International Telemeter Corporation encompassed the fields of computer engineering and research and development. He serves as Director of Database, Inc., Data Products, Inc., and Informatics, Inc. In his academic career, Dr. Brown has been affiliated with Iowa State College where he held the position of Professor of Statistics. He first came to UCLA as a Visiting Professor of Mathematics and is now Professor of Business Administration and Engineering. He is Chairman of the Department of Business Administration and founding director of UCLA's Western Data Processing Center. Dr. Brown is the author of publications and the holder of patents in a wide range of fields, including computers, pay television, mathematical statistics, game theory, and decision theory.

JOSEPH D. CARRABINO
Assistant Dean for Executive Education, Academic Director of the Executive Program, and Professor of Business Administration, Graduate School of Business Administration, UCLA. Joseph Carrabino was an industrial engineer, a patent advisor, an ordnance engineer, and a member of the faculty at Northwestern University before coming to UCLA. He has served extensively as a management engineering and operations research consultant and is the author of numerous publications in the fields of administration and operations management. Dr. Carrabino has served as a Fulbright Professor at Postgraduate Schools of Business Administration in Palermo and Turin, Italy. His honors include: Southern California "Engineer of the Month," the National Society for Advancement of Management's 1963 Award for Contributions to the Field of Operations Management, President of the Los Angeles City Board of Harbor Commissioners, and President of the Pacific Coast Association of Port Authorities. He is Director of the Sproul Homes Corp., Diversified Wire and Steel Corp., America, and the Beem Hospital Bed Corp. He also holds the position of Director and Senior Consultant to EMSCO Engineering and Management Sciences Corp.

A. B. CARSON
Professor of Accounting, Graduate School of Business Administration, UCLA. A. B. Carson received his formal education at Colorado College, Northwestern University, and the University of Nebraska. He was associated with Kaiser Company, Inc. and with the C.P.A. firm of Beesley, Wood and Co. He conducts the managerial accounting portion of the Executive Program of the UCLA Graduate School of Business Administration. He is senior author of the text, College Accounting, and author of The Public Accounting Profession in California, as well as numerous articles in the Accounting Review and the Journal of Accountancy. Mr. Carson is past president of the American Institute of Certified Public Accountants. He has served on the Education Consultant Committee to the Comptroller General of the United States. In the summer of 1962, Mr. Carson was a Fulbright Lecturer at the University of Adelaide in Australia.

JOHN W. CAVE
Lecturer in Business Administration, Graduate School of Business Administration, UCLA. John Cave received his education at the United States Military Academy, West Point. He is a graduate of numerous service schools and postgraduate programs such as Columbia University's Graduate Executive Program, and the Industrial College of the Armed Forces for which he subsequently served on the faculty. His industrial experience includes five years in command of the weapons and ammunition testing divisions of the Army Ordnance Research and Development Center at Aberdeen Proving Ground, Maryland, and he also commanded two large ordnance maintenance depots in central Germany. He organized and conducted extensive technical investigations of German and Japanese ordnance developments. Just prior to his promotion to Brigadier General, he headed the Ordnance Board at Aberdeen Proving Ground. He was the principal planning officer of the Ordnance Corps, serving in Washington as Assistant Chief of Ordnance, U.S. Army.

RENO R. COLE
Professor of Engineering, UCLA, and Coordinator of the Engineering and Management Course. Reno Cole received his formal education at the University of California, Berkeley. He has extensive experience in industrial work in the field of industrial engineering, production engineering, and environmental engineering, having served at various times as Manager of Time Study and Methods activities, Production Engineer, Chief Metallurgist, and Director of Research. His research interests are in the field of production engineering and he is the author of numerous technical papers. During 1963 he spent six months studying the comparative development of advanced methods of material shaping in Europe and the United States. He is a member of Sigma Xi and Tau Beta Pi, honorary societies, the American Institute of Industrial Engineers, the American Society for Metals, and is a Registered Professional Engineer.

SAMUEL A. CULBERT
Assistant Professor of Behavioral Science, Graduate School of Business Administration, UCLA. Samuel Culbert received his B.S. in Industrial Engineering at Northwestern University, and his Ph.D. in Clinical Psychology at UCLA. He was awarded a Postdoctoral Fellowship by the National Training Laboratories for the summer of 1966. In addition to teaching assignments at UCLA, he has done clinical work for the Veterans Administration Hospital, the UCLA Department of Psychology Outpatient Clinic, the Los Angeles Psychiatric Service, and the UCLA Student Counseling Center. As a consultant, Dr. Culbert has worked with Arizona State University's VISTA Training Program, the Church Executive Development Program sponsored by the National Council of Churches, the UCLA Department of Social Psychiatry, the Western Interstate Commission for Higher Education, and the UCLA Institute of Industrial Relations. He has published in the Journal of Applied Behavioral Science. Dr. Culbert has been elected to Pi Mu Epsilon, Alpha Pi Mu, and Psi Chi honorary societies. He is also a member of the Society for the Psychological Study of Social Issues and the American Psychological Association.
JOHN C. DILLON
Head, Engineering Extension, University of California Extension, Los Angeles, and Lecturer in Engineering, UCLA. John Dillon graduated from the University of California, Berkeley, and first served with the University in the War Training Program of World War II. He has been responsible for the Engineering Extension program for the University of California Extension, Los Angeles, since its inception in 1945. The present activities of Engineering Extension include over 300 courses given at the UCLA campus, the Downtown Center in Los Angeles, China Lake, Long Beach, Point Mugu, Pomona, Riverside, Van Nuys, El Segundo, and San Diego. Mr. Dillon is a member of the American Society for Engineering Education and other professional organizations.

LEWIS J. ELLENHORN
Associate Professor of Psychology, Pitzer College, Claremont, California. Lewis Ellenhorn received his formal education at UCLA where he was awarded the Bachelor of Arts, Master of Arts, and Doctor of Philosophy degrees in Psychology. Before joining the faculty at Pitzer College, Dr. Ellenhorn served on the staff at UCLA as an Assistant Professor of Psychology and as a Counseling Psychologist. In addition to his academic experience, he has held the position of Coordinator of Management Development at TRW Systems, Redondo Beach, California. Dr. Ellenhorn is the author of publications in the field of psychology and is a member of the American Psychological Association and the Western Psychological Association.

IRWIN H. FIELDS
Reading Coordinator, Centinela Valley Union High School District, Hawthorne, California. Irwin Fields received a B.A. degree in Psychology from the University of California, Los Angeles, and an M.A. degree in Special Education from California State College at Los Angeles. He has worked with reading problems at all grade levels from elementary to college. His teaching experience includes seven years in his present position as District Reading Coordinator and he has taught for Education Extension, University of California Extension, Los Angeles, for the past five years. He has also taught in the reading clinic at Occidental College. Mr. Fields has produced programmed materials for reading and has authored a number of articles which have appeared in the Journal of Reading and the Reading Teacher. He is a member of the International Reading Association and is the immediate past-president of the South Bay Council of that association. He is also a member of the College Reading Association, the California Teachers Association, and a number of other professional organizations.

FRED V. GARDNER
Senior Partner, Fred V. Gardner and Associates, Milwaukee, Wisconsin. Fred Gardner received degrees in Engineering and in Business Administration from the University of Missouri and Harvard University. Prior to forming his present associations, he served in various management positions with the General Electric Company. In addition to his management consulting activities, in which he has served industry for over twenty years, Mr. Gardner has been an officer or a director of a number of industrial firms including Chain Belt Company, The Smith Steel Foundry, and the Appliance Corporation of America. At present he is a director of a Belgian, a Mexican and a Japanese company. He also serves as a director of a company owned jointly by Ansul Chemical Company and Continental Oil Company. His publications include the books Variable Budget Control and Profit Management and Control. He is a member of numerous professional societies.

THOMAS C. GREENING
Chairman, Psychological Service Associates, Los Angeles. Thomas Greening received his education at Yale University, the University of Vienna, and the University of Michigan where he received his Ph.D. in Psychology. He is a Certified Psychologist in California and his practice includes clinical and industrial psychology. He has been associated with Edward Glaser & Associates, consulting psychologists, the UCLA School of Business Administration, and the UCLA Peace Corps Training Program. Dr. Greening has published in the fields of clinical psychology, literary criticism, and human relations training. His memberships include the American Psychological Association and the Los Angeles Society of Clinical Psychologists, and he is a Diplomate in Clinical Psychology.

WILLIAM V. HANEY
Professor of Business Administration, School of Business, Northwestern University, Evanston, Illinois. William Haney's formal education includes training in engineering as well as Psychology and Semantics. He did undergraduate work at Iowa State College in Chemical Technology, later receiving his Ph.D. in Semantics and Psychology at Northwestern University. In addition to his academic teaching experience, he has served as a communication and organizational behavior lecturer, trainer, and consultant to numerous business firms, government and military organizations, and trade associations, including Zenith Radio, Swift, Caterpillar Tractor, Internal Revenue Service, Mobil Oil, Western Electric, and the Air Force Institute of Technology. He has conducted management development programs in Europe and South America and was selected to keynote President Johnson's Program on Government-Public Communication. Dr. Haney's publications include the books Communication: Patterns and Incidents (2nd ed., Richard D. Irwin, Inc., 1967), Organizational Relations and Management Action (McGraw-Hill, 1966) with G. L. Bergen, and numerous articles.
FRANK J. JASINSKI
Director, Career Development, TRW Systems, Redondo Beach, California. Frank Jasinski received his Ph.D. in Anthropology from Yale University where he taught in the Schools of Engineering and of Medicine. While at Yale he also did organizational research in a variety of business and industrial firms. His experience includes management consulting. At TRW Systems, formerly Space Technology Laboratories, Dr. Jasinski has been involved in organizational improvement including managerial and technical development and optimal utilization of professional and technical personnel. His articles reflect an interest in the influence of technological, administrative, and cultural factors upon organizational behavior. His memberships include the American Anthropological Association and the Society for Applied Anthropology.

FRANK J. KIEDAISCH
Reading Specialist, Santa Monica Unified School District, Santa Monica, California. Frank Kiedaisch received his Bachelor's degree in Sociology from Loyola University in Chicago and his Master's degree in Education from the University of Minnesota. While teaching courses in public speaking, persuasion, and discussion for four years at Minnesota, he conducted research on rhetoric and on communication breakdown in the business conference. At UCLA he uses the results of such research on small groups in the development of dialectical skills and insights necessary to reduce problem pressure in discussion. His consultative activities with both public and private groups involve sessions on effective discussion. Dr. Kiedaisch has served as Reading Clinician and Diagnostician for the University of Chicago Reading Clinic, and as Director of Remedial Reading Workshops at the Wisconsin State University. He is a member of the California Teachers Association, National Education Association, National Council of Teachers of English, International Reading Association, and he is past-president of the Santa Monica Chapter of the International Reading Association.

DALE G. LEATHERS
Assistant Professor of Speech, UCLA. Dale Leathers received his Bachelor of Arts in Sociology and his Master of Arts and Doctor of Philosophy in Speech from the University of Minnesota. While teaching courses in public speaking, persuasion, and discussion for four years at Minnesota, he conducted research on rhetoric and on communication breakdown in the business conference. At UCLA he uses the results of such research on small groups in the development of dialectical skills and insights necessary to reduce problem pressure in discussion. His consultative activities with both public and private groups involve sessions on effective discussion. Dr. Leathers is a member of the Speech Association of America, where his appearances have included a presentation on rhetorical criticism; the Central States Speech Association; the Western Speech Association; and Alpha Kappa Delta, national sociology honorary society.

PRENTICE A. MEADOR, JR.
Assistant Professor of Speech, UCLA. Prentice Meador received his B.A. from David Lipscomb College (Nashville, Tennessee), and his M.A. and Ph.D. from the University of Illinois. Before joining the faculty of UCLA, Dr. Meador taught and coached debate at the University of Illinois. In addition to his teaching, he has conducted research in classical rhetorical theory, having published and presented papers in this field. He was a recipient of a 1964 Faculty Fellowship which was used to further his research. In addition to his academic career, Dr. Meador is Minister of the San Fernando Church of Christ, San Fernando, California. He is the author of numerous articles in current religious journals. His memberships include Speech Association of America, Western Speech Association, Phi Kappa Phi, Delta Sigma Rho, Pi Kappa Delta, and American Philological Association.

LAWRENCE D. MILES
Consultant, Miles Associates, Washington, D.C. Lawrence Miles received degrees in Education from Nebraska Wesleyan University and in Electrical Engineering from the University of Nebraska. Later he joined the General Electric Company as a design engineer. Mr. Miles managed General Electric's value engineering program for a decade. He developed a new set of techniques called Value Analysis or Value Engineering for efficiently identifying and eliminating unnecessary cost. Mr. Miles is recognized as the creator of this basic technology and as an international authority on the subject. He is the author of several dozen articles on various phases of this technology and authored the textbook *Techniques of Value Analysis and Engineering* (McGraw-Hill). General Electric awarded him its highest honor for extra achievement, and Secretary of the Navy Gates awarded him the Distinguished Public Service Award for benefits to the United States.
WALDO PHELPS
Professor and Chairman, Department of Speech, UCLA. Waldo Phelps received degrees from Santa Barbara College, Denver University, and the University of Southern California in the fields of Education and Speech. He has taught in the Burbank City Schools and was on the faculty of the University of Southern California before coming to UCLA. His responsibilities include that of University Marshal and Chairman of the Committee on Public Ceremonies. He also is Chairman of the Chancellor’s Intercollegiate Athletic Advisory Board. Dr. Phelps has acted as consultant on speech problems for many professional organizations. He has published extensively in the field of speech education and is currently involved in a long-range experimental study of the effects of secondary school speech training on critical thinking ability. His memberships include the California Teachers Association Commission on Higher Education, the Western Speech Association, and the Speech Association of America.

REED M. POWELL
Head, Management Sciences, and Professor of Business Organization and Research, College of Commerce and Administration, The Ohio State University, Columbus, Ohio. Reed Powell received both the B.S. and M.S. degrees from Brigham Young University, a Ph.D. from Michigan State University, and has done post-doctoral work at Harvard University. Prior to his appointment at The Ohio State University he was on the faculties of the University of Oklahoma, Harvard, and UCLA. He is active as a consultant in business and industry and has worked extensively with management in the aerospace industry. Dr. Powell is the author of numerous publications in the fields of business administration and the behavioral sciences. He is currently completing a book, The Executive Promotion Process, to be published by McGraw-Hill. His memberships include the American Sociological Society, the American Academy of Management, the Industrial Relations Research Association, and the Personnel and Industrial Relations Association. He is the recipient of a number of academic awards.

PAUL I. ROSENTHAL
Assistant Professor of Speech, UCLA. Paul Rosenthal has been awarded a Bachelor of Arts in Political Science, and a Master of Arts and Doctorate in Philosophy in Speech from UCLA. Prior to joining the UCLA faculty, he taught speech and argumentation and debate at San Fernando Valley State College. He has served in a consulting capacity in the field of argumentation and persuasion. His memberships include the Speech Association of America and the Western Speech Association. He is also a life member of Pi Kappa Delta, national speech honorary society, and Pi Sigma Alpha, national political science honorary society. He has presented papers at both the Speech Association of America and the Western Speech Association conventions, and has had articles on communication and persuasion published in the Quarterly Journal of Speech and Speech Monographs.

WILLIAM G. RYAN
Executive Editor of Business Horizons, Faculty Lecturer in Business Administration, Graduate School of Business, Indiana University, Bloomington, Indiana. William Ryan attended the University of California, Berkeley, and was awarded the degree of Master of Business Administration from Harvard University. He has extensive military experience including that of flying officer and of Missile Project Officer working on the initial plans for activation of Titan II, ICBM Squadrons. As an Associate Professor of Psychology and Management, Colonel Ryan developed the first course in Management and Administration given at the U.S. Air Force Academy. He also has taught psychology and economics. He was Research Associate for Harbridge House, Inc., of Boston, a management consultant organization specializing in management development and training programs, and he has served on the faculty at UCLA. He is the author (with Barry Richman and Richard Farmer) of Incidents in Applying Management Theory and has aided in the preparation of technical manuals on operations and programming.
R. CLAY SPROWLS
Professor of Business Statistics, and Director, Western Data Processing Center, Graduate School of Business Administration, UCLA. Clay Sprowls received both the M.B.A. and the Ph.D. degrees in Economics and Statistics from the University of Chicago. Before joining the faculty of UCLA, Dr. Sprowls had industrial experience in quality control and has served as consultant to a number of industrial organizations. He has been on the academic staff of the University of Chicago. In addition to numerous articles in the fields of statistics and data processing, he is the author of the textbook *Computers: A Programming Problem Approach*. His professional memberships include the Association for Computing Machinery, the American Statistical Association, and the Institute of Management Sciences.

THOMAS M. TOMLINSON
Assistant Professor of Psychology, Department of Psychology, UCLA. Thomas Tomlinson was educated at Washburn University and he received his graduate degrees in Clinical Psychology at the University of Wisconsin. After receiving his Ph.D., he moved to the Department of Psychology at the University of California, Los Angeles, where he has been active in the training of clinical psychologists. His area of main interest and his publications center about the general topic of personality change and psychotherapy. Included in this area are the events and personal change achieved through sensitivity training, to which he has devoted considerable time both as laboratory trainer and researcher. He is a member of the American Psychological Association and other professional organizations.

PETER B. VAILL
Assistant Professor, Graduate School of Business Administration, UCLA. Peter Vaill received an A.B. in Psychology from the University of Minnesota and an M.B.A. and D.B.A. from Harvard University. Prior to coming to UCLA, he was an Assistant Professor of Organizational Behavior at Harvard Business School. He has conducted research and acted as consultant in a variety of industrial fields, including oil making, plastics, metal fabricating, bottling, paper making, food distribution, chemicals, and aerospace. He is currently preparing a book which explores the role of the industrial engineer, viewed as an agent of technical and social change in the organization. He has previously published a study of the relation of the design of factory jobs to the performances and experiences of people doing those jobs. He has been a featured speaker before the American Management Association, the American Institute of Industrial Engineers, and the California Society of Certified Public Accountants.

JOHN R. VAN DE WATER
Associate Professor of Industrial Relations and Business Law, Graduate School of Business Administration, UCLA. John Van de Water attended the University of Chicago where he received his B.A. and J.D. degrees. He has held labor relations positions at North American Aviation and The Ford Motor Company. He is an Attorney at Law, a member of the California Bar, and serves exclusively as an industrial relations and management consultant. He has directed the Executive Development Programs of the Graduate School of Business Administration at UCLA. Dr. Van de Water has written numerous articles on labor law and industrial relations. His memberships include the American Management Association, the Personnel and Industrial Relations Association, and the Industrial Relations Research Association.

MERLYN WISEMAN
Reading Specialist, Division of Secondary Education, Los Angeles City Schools. Merlyn Wiseman received his formal education at California State College at Long Beach and the University of Southern California. He holds a Bachelor's degree in Social Science and a Master's degree in Education. He has served as a Reading Coordinator in a junior high school, working with remedial reading problems as well as the developmental and power reading aspects of the total reading program. Mr. Wiseman has conducted classes for adult education in both remedial and speed reading. He has presented a number of lectures dealing with various reading problems at workshops for teachers. In conducting a Teacher Activity Program, he aimed at identification and understanding of reading problems. He has served as Consultant to the SCOPE Reading Program with the Los Angeles City Schools. Mr. Wiseman's memberships include the Board of Directors of the Los Angeles Reading Council, the California Teachers Association, the National Educational Association, and other professional organizations.
The Course begins on Sunday evening with final registration and an orientation dinner.

Participants from Canada, Columbia, England, Libya, Mexico, Spain, Sweden, and Thailand attended the 1966 Course.
APPLICATION FOR ENROLLMENT

To: Reno R. Cole, Coordinating Professor
    Engineering and Management Course
    College of Engineering
    Room 6266, Boelter Hall
    University of California
    Los Angeles, California 90024

I wish to apply for enrollment in the Engineering and Management Course for the subjects indicated.

NAME

Last

First

Middle

TITLE

COMPANY

COMPANY ADDRESS

☐ COMPANY ADDRESS

☐ HOME ADDRESS

Please check box above for preferred mailing address

Please circle one class number for each period

| Period | Time               | 1A | 2A | 3A | 4A | 5 | 6 | 7 | 8A | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25A
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This is a confirmation of a tentative reservation ☐ Yes ☐ No

If YES: ☐ Under Applicant's name
☐ Other

(NAME)

UPON NOTIFICATION OF MY ACCEPTANCE, the fee of $450 will be paid as follows:
☐ Check, ☐ Purchase Order, ☐ Authority to Bill will be issued. (One box must be checked to ensure enrollment.)

PLEASE DO NOT SEND FEE WITH APPLICATION
# SCHEDULE OF CLASSES

The participant chooses one class in each of the four instructional periods, as listed below.

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<tr>
<th>PERIOD</th>
<th>HOURS</th>
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<th>SECTIONS</th>
<th>DESCRIPTION AND INSTRUCTOR</th>
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<tr>
<td>I</td>
<td>8:00-10:00 a.m.</td>
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<td>A</td>
<td>Principles of Public Speaking—PHELPS in Charge</td>
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<td>Leadership Principles—JASINSKI</td>
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<td>General Management Principles—O’DONNELL in Charge</td>
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<td>Laboratory in Leadership—REISEL in Charge</td>
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<td>6</td>
<td>A, B, C</td>
<td>The Management of Industrial Relations—VAN DE WATER</td>
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<td>A, B, C</td>
<td>Network-Based Project Management Systems (PERT/CPM)—ARCHIBALD</td>
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<td>8</td>
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<td>Effective Managerial Communication—HANEY</td>
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<td>A</td>
<td>Managing the Use of Value Analysis and Engineering Techniques—MILES</td>
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<td>25</td>
<td>A</td>
<td>Reading Laboratory for Engineers and Managers—JENSEN in Charge</td>
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<td>II</td>
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<td>Industrial Statistics and Quality Control—SPROWLS</td>
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<td>The Systems Approach to the Management of Operations—CARRABINO</td>
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<td>Accounting for Engineers and Managers—CARSON</td>
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<td>Profit Management and Cost Control—GARDNER</td>
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<td>Electronic Data Processing for Business and Industry—SPROWLS</td>
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<td>Leadership Principles—JASINSKI</td>
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<td>Industrial Operations Research—STILLSON</td>
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<td>Business Policy—POWELL</td>
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<td>Industrial Psychology—BRIGHOUSE</td>
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<td>Developing Creativity through Motivation andLeadership—VAN DE WATER</td>
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<td>Organizational Design and the Leadership Process—VAILL</td>
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<td>Techniques of Problem Resolution in the Business Conference—LEATHERS</td>
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<td>Managerial Finance—ANDERSEN</td>
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<td>Engineering and Research Management—ABERNATHY</td>
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<td>Management Information Systems—BIRO</td>
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<td>Dynamic Decision Models: Applications and Solutions—BROWN</td>
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<td>Reading Laboratory for Engineers and Managers—JENSEN in Charge</td>
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ADMINISTRATIVE STAFF
Reno R. Cole ........ Coordinating Professor
Robert B. Andrews ... Assistant Coordinating Professor
Patricia C. Ingels .... Administrative Assistant

PLANNING COMMITTEE
Ralph M. Barnes ... Professor of Engineering and of Production Management
Joseph D. Carrabino ... Assistant Dean for Executive Education, Graduate School of Business Administration
Reno R. Cole ....... Professor of Engineering
John C. Dillon ...... Head, Engineering Extension
Neil H. Jacoby ...... Dean, Graduate School of Business Administration
Russell R. O'Neill ... Acting Dean, College of Engineering

ENROLLMENT
In order that each individual may have maximum opportunity for class participation, enrollment in the course and in each class is strictly limited. Priority of space will be determined by order of receipt of course fee. Complete choice of subjects can be assured only by early enrollment.

A specific selection of classes must be forwarded with each application. However, organizations may exercise the privilege of enrolling unnamed individuals and supply the application form and names at a later date. Space, however, cannot be reserved in all classes for such enrollments.

FEE
The fee for the 1967 Engineering and Management Course is $450 (payable AFTER ACCEPTANCE—please do NOT send money with application). This includes cost of all required texts and materials for classes in which the participant is enrolled, six luncheons and one dinner, and use of all required University facilities and equipment. These elements are all essential to the planned instruction of the course and no provision can be made for reduced or partial fees for less than full participation. Lodging and meals other than those specified are not included.

ARRIVAL
Participants should arrive in Los Angeles early March 19, in order to attend the orientation dinner session starting at 5:00 p.m. in the Student Union on the UCLA Campus.

Upon acceptance of an application for enrollment, if time permits, a complete informational packet will be mailed to each participant. For the convenience of participants, the Engineering and Management Course Office, Room 2262, Graduate School of Business Administration Building, will open Monday morning, March 20, at 7:00 a.m.

LIVING ACCOMMODATIONS
Housing is available within reasonable distance of the University. For lodging only, most prices vary from $6.00 to $16.00 per day for single occupancy, and a second person may share a room for an additional charge of two or three dollars per day. For those who desire them, single and double apartments with kitchenettes are also obtainable. Participants will be sent a list of accommodations showing distance from campus, features, and rates.

For breakfast and other meals, not included as part of the course program, facilities are available on some days at the UCLA Residence Halls and always at the Student Union or at nearby Westwood Village restaurants.

RECREATION
Southern California provides a wide variety of winter and summer sports, concerts, plays, television studio programs, and other entertainment for visitors. Specific information can be obtained from the Chamber of Commerce and other such sources in the various Southern California cities. The Engineering and Management Course staff will be glad to provide assistance and information.

FURTHER INFORMATION
Additional information may be obtained by telephoning the course office at 272-8911 or 478-9711, Extension 7157 or 7196 (Area Code: 213), or by writing Reno R. Cole, College of Engineering, Room 6266, Boelter Hall, University of California, Los Angeles, California 90024.